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Take Time for Human Engineering

By RAYMOND W. MILLER

The Vocabulary of Free Enterprise

By RUDOLF FLESCH

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What is "The Public Interest"?

By EARL NEWSOM, Guest Editor
Principal, Earl Newsom & Company, New York City

MOST OF US like to think of ourselves as helping to build a new profession—a profession of public relations.

We know that any profession must have a "science" as well as an "art." And one of the things that bothers us most is that so much of what we are called upon to do depends to an uncomfortably large extent upon the "art"—the knack, born of experience, of appraising a public relations problem, the knack of knowing what to do to meet it. For the fact remains that only a start has been made toward building a science of public opinion and large scale human behavior.

For example, we would agree readily that the goal of all of our effort is to develop and maintain in the public mind a favorable image of the companies for which we work. Since it seems obvious that companies cannot have good reputations without deserving them—that there is no such thing as making a company look substantially better than it is by "good publicity"—we agree that a company must act in "the public interest" if it is to have good public relations.

But what *is* the public interest? What is the touchstone we should apply to the

contemplated actions of the companies for which we work?

During 1947 members of our research staff have been engaged in a continuing program of study of a wide variety of public opinion polls, group attitude studies, statistical summaries of news and editorial comment, and published indices of economic trends. This has proved to be a most interesting research project. True, it has brought home to us once more that our areas of ignorance are vast, that there are tremendous opportunities for this kind of continuous research and investigation by all of us. Also, it indicates that even by appraising and synthesizing data already available we can add considerably to the "science" of our profession.

But it has also given us a clearer idea of this intangible phrase called "the public interest."

For ten years Dr. Henry C. Link of the Psychological Corporation has been carrying on what he calls the "Link Audit." Every six months—in May and November—a representative sample of the national population has been asked whether they "approved" or "disapproved" six large American corporations

—General Electric, Westinghouse, U. S. Steel, General Motors, Ford and du Pont. In 1942 Standard Oil Company (N.J.) and U. S. Rubber were added to the list.

We have collected 137 other polls in which questions have been asked more than once, but 68 of them have been asked only twice, 23 have been asked three times, and 31 have been asked four or five times. The Link Audit therefore occupies a unique position as one of the very few long term series of public opinion polls in this country and offers an excellent opportunity to study the changing attitudes of people over the past decade toward some of America's leading corporations.

If these fluctuations are charted, one of the first things that leaps from the page is the fact that these corporations have tended to rise and fall together in their public reputations. It looks—on the surface at least—as though the reputation of all these corporations are affected by the same forces and furthermore it appears that one well-known company is hurt when some other well-known corporation—even though it is an entirely different industry—does something that the public does not like, just as it is helped when it does something the public likes. On the basis of the ebb and flow of the lines on the chart one could make a good case indeed for the thesis that when, in the fall of 1945, representatives of General Motors told union negotiators over the bargaining table that they “could not look at the company's books” the reputation of all business suffered along with that of General Motors. A good case can be made for the theory that when in 1942 the relationship of Standard Oil Company (N.J.) and other American companies with I. G. Farben was publicly condemned, all business suffered.

Also it looks, on the surface at least, as though the reputations of all leading corporations *benefit* from *bad* actions of groups whom the public consider *opposed to business*. For example, when, in the

latter half of 1946, John L. Lewis and other labor leaders began to earn the condemnation of American people, the approval curve of all the corporations in the Link Audit went up markedly.

A second phenomenon is that attitudes toward the corporations in the Link Audit tend to vary according to employment. If you chart Bureau of Labor statistics figures for employment against the Link figures you find that they parallel each other very closely. Out of fifteen times they move up and down together thirteen times.

It is very easy to rationalize from this correlation by saying that the most vital factor in determining public attitude toward well-known corporations is really this question of employment. We remind ourselves that to the average man the overwhelming influence in his private life is employment. When he has it he looks on the world with a friendly eye. When he hasn't a job, he is looking for trouble and is especially apt to blame well-known big employers for his plight.

But there is another factor which synthesis of available data reveals. There is a close correlation between public approval of leading corporations and the number of workers involved in strikes going on in industry. Link favorable attitudes tend to follow the graph of strikes and lockouts inverted. (Attitudes are more favorable when strikes and lockouts are at their low ebb and less favorable when they are high). The parallels are not so marked as in the case of employment trends, however.

This leads us to the possibility that people expect management to *manage* our industrial economy and that discord between us and our employees is to them evidence of bad management no matter whose fault it is. Or it may mean simply that strikes are usually, in the words of Shakespeare, “a curse on both your houses.” They lower public estimation of both management and labor.

There is still another interesting rela-

tionship—the correlation between the reputation of well-known corporations and the Real Earnings of the American people. Throughout most of the 10 year period the long term rise in real earnings is paralleled by a long term upward trend in the favorable attitudes expressed to the Link pollsters. In this connection it may be significant that the greatest gains in favorable attitudes over the past ten years have been made in the lower economic groups. It is in these lower income groups that real earnings have made the best gains.

What conclusions we are really warranted in making from this data I am frank to say we do not yet know. Other public relations people may have gone further than we in their study of these correlations and carried them to their proper conclusions. If so, the whole profession would be stimulated by a paper on the subject. At least it indicates, in our opinion, an opportunity for careful study.

If we are at all justified in making any of the conclusions that seem to be indicated by the data, we face what at first glance seems a most discouraging—even frustrating fact: what people think about the companies we work for can be importantly determined by things we can do nothing about.

But I wonder if they do not throw important light on this phrase "the public interest." It is possible that in data such as this we have a scientific basis for describing the public relations touchstone to apply to the contemplated actions of the companies we work for.

For suppose that "the people"—you and I and all the rest of the 140 million Americans—believe in human freedom and individual opportunity. Suppose the people have an unwavering conviction that only in a country and an economy based on those principles can they achieve the better world they want for themselves and their children and their children's children. Suppose the people know very well what "free enterprise" is and

what it has done and what it can do.

Suppose that people are not impressed when we try to "sell" them on our merits. Suppose their lives are too busy to give much time to any program we set up for "educating" them about the details of our business. Suppose that public confidence in us depends upon the noteworthy significant actions we take.

Then it is possible that what people are trying to tell us in polls of this kind may be something like this:

"The future of America depends upon what the management of American business does. You are the managers of our leading corporations. The system is okay. Go ahead and manage.

"On the whole we think highly of you. We think you are much more apt to lick the problems that are bothering us than anybody else. But you can't have your cake and eat it too. You can't get the credit for things when they are going well and not expect to get the blame when they go badly. We don't like strikes. We don't like unemployment. We don't like depressions. We don't like it when prices get so high that we can't afford to buy the things we think we ought to have. We hate monopoly because monopoly destroys individual opportunity. And when one of you fellows gets caught going the other way—not the way we want to go—our confidence in all of you is shaken a little bit. We get to feeling that maybe you aren't interested in our problems, after all—that maybe you will get so powerful and ruthless that you will simply restrict our liberty.

"So get on with solving the problems we want to see solved. When you make progress, tell us about it and we will give you a hand. Furthermore, it will make us feel good because it will confirm our belief that these things can be licked by the leaders we look to in America—the managers of free enterprise. We'll even give you a hand for a good try—even if it doesn't succeed. It will show that your heart is in the right place anyway."

TAKE TIME FOR HUMAN ENGINEERING

By **RAYMOND W. MILLER**

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PART ONE

HUMAN ENGINEERING is the science of first charting one's own life course to influence others and the art of causing people to be interested in and act positively toward his ideas and programs. Its personal phases involve day to day living—the individual, social and business relationships of one to another. Its public relations aspects encompass the larger group actions in life—church, school, union, government, association, lodge, business corporation. Thus, human engineering is most significant in community, state, national and world welfare. The fundamentals of public and personal relations are the same. Community action is the composite reflection of the individual members of the group.¹

When the practitioner of human engineering directs his activity toward contributing to the common good, he builds for eternity. When the aim is to gain without giving, he sows seeds of ill will and dissension that may even cause his own destruction.

St. Paul was one of the greatest human engineers. He acquired and used the ability to understand his Teacher, Who had been crucified, and to explain Him to the people on the fringe of the Mediterran-

ean, including Paul's own captors. Wherever Paul went, even though in chains, he left converts to his cause—and his cause was the precepts of Christ.

Then there was the opposite type of crusader—one who disappeared not long ago in a bomb cellar in Berlin—a human engineer who brought conflict and misery to millions by submerging the individual for the selfish benefit of the state. He, too, was able to sway men and persuade them to follow him and to do the things he wanted them to do. Yes, Hitler will be remembered as a human engineer—not as a great one, but as a notorious one. In following him, however, the war criminals caused not only their own destruction but brought on national and international calamity.

Those who are interested in influencing men's minds, and in the qualities that are reflected in human thought and actions, must study and practice the art of human engineering with a Christian devotion to the dignity of man and a highmindedness of general welfare unexcelled by anyone.

The human engineer is the catalyst who can, through sincerity and skill, unite people regardless of their differences. He and the principles by which he operates remain unchanged by the process, and a new product—human understanding—results from the presence of the catalyst. In business, human engineers add personality and social consciousness to the balance sheet. Business may be efficient in money and sales, in machines and men, and yet fail utterly to fulfill its function of making this a better world. It too often overlooks the fact that there are two balance sheets: one, of dol-

DR. RAYMOND W. MILLER holds the American Council on Public Relations' 1945 award for "the individual in America who contributed most, scientifically and educationally, to public relations." The impact of his constructive thinking is being felt in high places throughout the United States and Canada.

"Take Time for Human Engineering" was first presented by Dr. Miller as a "limited edition" for his close friends at Christmas time. It is reprinted here with his permission. Copyrighted by Raymond W. Miller.

lars; the other, of human values.

A majestic skyscraper or ocean liner is the end result of good engineering and the implementation of blue prints. The finished product of the art and science of human engineering is public relations.

"As the architect's guiding blueprint is the result of light passed through a plan drawn on a tracing cloth reflected upon chemically treated paper, so is the effect of good public relations the result of enlightened planning and action reflected upon the human environment of a business." (2)

Since personality is the attribute of man that is most remembered by others, so the objective of constructive human engineering is to develop among individuals, groups, corporations and governments those behaviors which are reflected in a sincere personality—backed by motives and actions directed toward the common good.

Human engineering aims to have the God-given urges of man's conscience reflected in beneficent group behavior.³ The individual must recognize and assume his share of the responsibility for the action of the group of which he is a part, or for the effect on others of the physical law which he has discovered in the storehouse of God's knowledge. This is the foundation of a republican form of government—the antithesis of statism.

Materialistic pressures can be held in check by the science of human engineering with a resultant of good public relations in the interest of general welfare.

To accomplish this and build the isosceles triangle of enduring group strength, three basic sides of human engineering must be used. They are COURAGE, IMAGINATION and TIMELINESS.

SELF-DISCIPLINE is the base point without which all the other components of human engineering are out of plumb, and unbalanced in ignoble asymmetry.

As the mariner charts his voyage by a nautical star, so should love of others be the beacon light by which we channel our journey through life.

There are twelve essential principles upon which the art and science of constructive human engineering are based. Each is important. To overlook any one is as fatal to the end result as for a structural engineer to forget to calculate stresses; a highway engineer to neglect gradients and curves; or a physician to fail by etiology to find the complete syndrome. It makes little difference whether a person be a social or mechanical engineer, a professional man, a farmer, a businessman, or a government employee; the basic principles of human engineering are involved in the group activities of each. These may be expressed in twelve word landmarks:

1. ALERTNESS

"Only that day dawns to which we are awake."—Thoreau.

"He who seizes the right moment is the right man."—Goethe.

Alertness, as portrayed in the Old Testament story of Gideon, who led several thousand men in an attack on the enemy, is classic. God told Gideon he had too many men; that they would clutter up the way. Gideon hearkened to this admonition and cut out the non-alert, human deadwood. He marched his army down to a brook where the human pruning was to be done. There he ordered each man to drink, and those few—just 300 out of an original 10,000—who leaned over and took water up in their hands and lapped it in their mouths rather than bowing down upon their knees to drink, proved their alertness by their position. This handful went out and became the nucleus of Gideon's victorious campaigns. Alertness is the basis of any and all success.

2. ENERGY

"Idleness is the enemy of the soul."—The Holy Rule of St. Benedict.

"Every production of genius must be the production of enthusiasm."—Disraeli.

In the sixth century, when mankind in Europe was entering the portals of the

Middle Ages, a lowly monk, who later became St. Benedict, recognized that the passing of unused time meant the loss forever of the fruits of religion and of art and literature. He established the Order of St. Benedict based upon the planned use of time as it glides silently through men's lives. In a world torn with war, cupidity, destruction and stupidity, and from a dying civilization, this one man's conception of time was such that it has been preserved as something exalting.

In his odd moments, this noble divine wrote his Holy Rule, now called the Rule of St. Benedict. It is regarded as one of the greatest historical documents of the Middle Ages. The followers of his Rule laboriously copied and recopied the classic cultural masterpieces of the secular and ecclesiastical past. Succeeding monks, who themselves otherwise would have been turned fallow into the furrow of eternity without contributing to their generation or to posterity, ceaselessly passed it on.

Educators, heads of families, and rulers of church and state for centuries have used this Holy Rule as their inspirational guide in living, teaching and governing. A by-product of his Rule and its directed energy was the preservation of the literature of the past, and the erection of the great cathedrals of Europe.

3. PLANNING

"When Divine Providence planned this glorious universe—as revealed in Genesis—He thereby by precept taught mankind his first lesson."—Herbert R. Grossman.

"Write the vision, and make it plain upon tables, that he may run that readeth it."—Habakkuk 2:2.

The Union Station in Washington, D.C., is considered to be one of the most beautiful railroad termini in the world. It was designed by Daniel Hudson Burnham, whose philosophy might very well be epitomized in an inscribed plaque to be seen and read by the hurrying throngs who utilize the facilities which he designed. He said:

"Make no little plans. They have no magic with which to stir men's blood and probably they themselves will not be realized. Make big plans, aim high in hope and work remembering that a noble and logical diagram once recorded will never die but long after we are gone will be a living thing asserting itself with ever-growing insistency. Remember that our sons and grandsons will do things that would stagger us. Let your watchword be order and your beacon beauty."

It is no harder to plan and do big things than it is to be concerned with little ones. The implementation of great ideas involves coordinated thought and work. In the creation of the blue prints for progress, there must be those whose eyes look up to the eagle, as well as those who gaze down at the worm.

One hour a day given to planned reading, careful intensive study and contemplation, often makes the difference in the acquisition of the knowledge of life. An adult who will invest a part of his leisure time conscientiously in study of a subject with which he is concerned, at the end of a decade may well be looked upon as a specialist in his work or profession.

4. RESEARCH

"Prove all things; hold fast that which is good."—Thessalonians, 1:21.

"For the ear trieth words as the mouth tasteth meat."—Job, 34:3.

Recognize that facts are stubborn things. Learn to sift rumor from opinion and opinion from fact. Facts emanate from research.

Most people conduct their entire life on the basis of emotional reaction. If guidance of human emotions could be based upon facts for the common good, the world would then have moved toward the creation of a civilization beneficial to mankind rather than one primarily expedient. Economic illiteracy largely results from a lack of research into human relations.

Progress can be made only upon a solid foundation of facts. Too few people on their own initiative will interest themselves in facts. The competent human

engineer can guide public opinion by interesting others, both emotionally and intellectually, in facts for their common benefit.

This use of facts for the general welfare is one of the most difficult assignments that is given to man; yet it is a duty that keeps pace with each individual's intellectual growth. If the door to knowledge is opened for selfish purposes, it were better that it remain hidden in the treasure-house of the ages.

Providence has endowed man with the divine faculty of acquiring knowledge by study and research so that it may be of use and benefit to mankind.

5. JUDGMENT

"O Judgment! thou art fled to brutish beasts, and men have lost their reason."—Shakespeare.

"None judge so wrong as those who think amiss."—Pope.

Base judgments upon facts. What men think they have the most of, they actually use the least of, and that is sound judgment.

A formal education is comparable to a bunch of keys. In itself, mere knowledge is of no particular value, except as it is used to unlock the doors to the development of understanding and judgment. Education might be called a book of directions, which, if unopened, does not benefit the holder. Education also may be compared to a road map which is helpful in making the journey of life, but which, if not followed, is as worthless as any other scrap of paper. It is useless to acquire a so-called education and then expect it to be an end result in itself. Judgment in the use of knowledge is the best guarantee of success in life.

Much of the tragedy of human existence in this age of specialization is caused by people idly drifting into jobs. Rather they should, through good judgment, plan their work and activities so that cumulative endeavor will lead to a career, even though a humble one. Of major importance to an individual's hap-

piness is the proper selection of his life's activity so that his innate desires for expression in work are fulfilled.

Once having found that occupation which can engage his enthusiastic and full attention, he can seek, in the complex maze of human existence, an objective clear and distinct which will assist him in overcoming the difficulties on the pathway to his goal.

6. HUMILITY

"Whosoever exalteth himself shall be abased; and he that humbleth himself shall be exalted."—Luke, 14:11.

"Be noble! and the nobleness that lies in other men, sleeping, but never dead, will rise in majesty to meet thine own."—Lowell.

To have friends, a man must be a friend. A friend is one who knows all about us, and yet still likes us. People who have not acquired humility have few friends.

Humility does not mean degradation of one's self or sitting quietly at home waiting to inherit the earth. Humility and happiness, which is its inevitable partner, mean keeping in mind always the individual rights and aspirations of others and respecting them. Wealth, power and knowledge have a corresponding social responsibility which only can be shouldered successfully by a corresponding attitude of humility. Benjamin Franklin once said that: "After crosses and losses, men grow humbler and wiser."

Newly found applications of science will destroy man unless he will accept the Christian concept of man's responsibility to man. The retention of that responsibility and of corresponding faith in one's fellowmen in the face of discouragement and disappointment is the acid test of success in human engineering.⁴

7. SACRIFICE

"It is what we give up, not what we lay up, that adds to our lasting store."—Hosea Ballou.

"He that gives his heart will not deny his money."—Old Folk Tale.

A monumental statement on sacrifice

has recently come from England. It was made by Sir Stafford Cripps, now Minister of Economic Affairs. He has probably hit the balance between liberal and conservative thought better than any other British statesman. He said:

"Our industrial morale is low because a merely materialistic and self-centered outlook on our work cannot give us a high morale."⁵

Declaring that it was only through a spirit of self-sacrifice, and not through monetary payments, that a sense of friendship, justice and cooperation was created, Sir Stafford warned that every effort would fail unless the country's problems were approached in a Christian spirit. He is further quoted:

"If we merely seek to accumulate material prosperity, we shall lose all that is worth while in happy experience and in achievement."

8. FAITH

"Faith is the substance of things hoped for, the evidence of things not seen."—Hebrews, 11:1.

"Faith is the force of life."—Tolstoy.

Faith is the warp and woof of human engineering. It is the dynamic force behind both spiritual and physical life; the conscious and subconscious continuation of reason and action; in truth, it is of an intelligence higher than reason. It lights us through the darkness of reverses to achievement and victory. It creates the virtues whereby men are differentiated from the beasts. Ouida once wrote that: "Youth without faith is a day without sun."

There are no tricks in simple faith—it builds a bridge from nothing to something. It is the root of all worthwhile accomplishment and a necessity for success in any field of endeavor. It is the thing that gives meaning to life itself.

So in attempting to solve the problems of man and mankind in the role of a practitioner of human engineering, have faith, if not in a particular man, then in mankind; and remember that were it not for an undying faith, human progress would

be an intolerable burden.

Faith in ourself, in our fellow man, in our ideal, in our God, these are the symbols of a divine intelligence—a divine vocation—a divine life.

9. SINCERITY

"No man can produce great things who is not thoroughly sincere in dealing with himself."—Lowell.

"To thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man."—Shakespeare.

The rope used by the British and Canadian Navies, among its fibers, has a colored cord placed in the center—some blue, some red, and some yellow. That little cord of color identifies the rope throughout the world. Similarly, if we can build within ourselves a cord—a mark of sincerity—then we will have done the thing that distinguishes a sincere man.⁶

Sincerity breeds confidence. The sincere individual is successful because those with whom he deals lose no time and waste no energy in doubting but speedily conclude the business. Sincerity is one of the most valuable commodities in commerce. It is a great social asset, and one of the keys to the house of success.

10. SERVICE

"The vocation of every man and woman is to serve other people."—Tolstoy.

"All service is the same with God."—Browning.

A basic law of all physics, discovered by Newton, states that each action has an equal and opposite reaction. So, he lives best who serves most. This is the *sine qua non* of human happiness. Christ taught the principle of service above self. The few of His followers who have had the wisdom to test this inexorable law have found in it strange attainments, contradictory to the mortal who has not recognized that there are spiritual as well as physical laws governing this universe. Christianity has not failed—it has not been tried. Christians must be christianized.⁷

James Russell Lowell in "The Vision of Sir Launfal" depicts the search for the Holy Grail as ending successfully when Sir Launfal served through sharing his crust with the hungry leper.

"And the voice that was softer than silence said,

'Lo it is I, be not afraid!

In many climes, without avail,
Thou has spent thy life for the Holy Grail;
Behold, it is here,—this cup which thou
Didst fill at the streamlet for me but now;
This crust is my body broken for thee,
This water his blood that died on the tree;
The Holy Supper is kept, indeed,
In whatso we share with another's need;
Not what we give, but what we share,
For the gift without the giver is bare;
Who gives himself with his alms feeds three,
Himself, his hungering neighbor, and me'."

11. HONESTY

"An honest man's the noblest work of God."—Pope.

"Clean hands are better than full ones."
—Old Latin Proverb.

Mental honesty is the firm base upon which all the other attributes rest. Ordinary honesty in handling other people's goods or money is taken for granted. Robbery and larceny are not common—but the stealing of a reputation by dishonest gossip is frequent. Shakespeare said:

"Who steals my purse steals trash;
But he that filches from me my good name,
Robs me of that which not enriches him,
And makes me poor indeed."

A person cannot practice constructive human engineering and be kept individual.⁸ Talents must be used in the search for and in the maintenance of truth. A good reputation or pleasing personality should not be used to whitewash the sins or selfish desires of self or others. Do not be a painter of "whitened sepulchers" but rather a believer, as Bryant wrote, that: "Truth, crushed to earth, shall rise again."

12. UNDERSTANDING

"In a republic we must learn to combine intensity of conviction with a broad tolerance of differences of conviction."—Theodore Roosevelt.

"As one candle lighteth another nor grows less, so nobleness enkindleth nobleness."—Lowell.

Understanding is a disposition to attempt sympathetically to appreciate the beliefs of others without necessarily embracing them. It is simple to win an argument and lose a friend. Rational discussion and an understanding smile of appreciation of the other's beliefs are the tools of success.

In the complicated field of human engineering, understanding does not mean nor imply an abandonment of one's own belief, especially when it is based on the confidence that comes with study and experience. It does mean that the honest convictions of others are to be respected. It does not mean that one's own faith becomes so thin that it is a veneer. Understanding builds faith into a buttress that will stand succeeding waves of ridicule.

As the hallmark from the goldsmith's hall in London was the mark of authenticity on gold and silver items in commerce, so is the desire to get along with the other fellow the symbol of genuineness in men. Mutual trust and confidence are the byproducts of understanding. With understanding as a catalyst, distrust and friction changes to mutual trust and confidence. It shows how to give elbow room rather than to elbow through life.

Understanding is the final and hardest landmark to locate but through it man comes to neighbor his neighbor.

★ ★ ★

¹⁴ . . . The scientists—and that classification includes innumerable employers and labor leaders—see in human engineering the one way out of the deep hole in which Americans find themselves today. . . . The term now covers the entire field of the relations between man and employer and between both and government. They are convinced that by engineering these relations in a sensible fashion, prosperity and content can be brought to all of us." —John Carlyle, "Try a Dose of Happiness," in *Nation's Business*, September, 1947.

² Alexander, R.S. and Others, *Business Administration*, Chapter XXVII, Raymond W. Miller, *The Place of Public Relations in Business*; American Institute of Banking, New York, 1947.

³⁰ . . . If civilization is to survive, we must speed up our social sciences so that the products of the physical sciences will be used constructively instead of destructively." —Charles Edison, Former Secretary of the United States Navy, speaking at the centennial celebra-

(Please turn to page 40)

The Vocabulary of Free Enterprise

By RUDOLF FLESCH

Author of "Marks of Readable Style," "The Art of Plain Talk," Dobbs Ferry, N. Y.

PROBLEM NUMBER ONE of public relations today is that of better understanding between management and labor—and, in a wider sense, between business and the general public. Almost every issue of this magazine carries an article on the subject; and each one of these pieces is must reading.

The problem is acute. For years, research has been piling up evidence that the American public doesn't understand the businessman's language. "Economic illiteracy" has become as trite a phrase as "my wife doesn't understand me." Ask anyone what is *depreciation* or what is *capital gain* and see what happens. Or ask, more importantly, what is the meaning of *free enterprise*. Not so long ago, the Gallup Poll did just that and found that seven out of ten Americans can't properly define the phrase; most of them have a notion that it means something invidious such as "freedom to take advantage of labor" or "freedom to exploit people who know less than you do."

What can be done to bridge that gap? The air is full of programs and projects. Annual reports are being restyled, community activities are being organized, and the U.S. Chamber of Commerce has embarked on a huge "American Opportunity" program to educate the public. Apparently, American business is at last

settling down to the task of making itself understood.

Before we look at these attempts to solve the problem, let's ask a simple question: How does anyone make himself understood? The answer is easy: anyone who has ever explained a difficult word to a child or a foreigner knows how it is done. You use a familiar equivalent for the unfamiliar word or phrase or, if there isn't any way of translating it, you show how it is used in a familiar situation.

This psychological mechanism fits any kind of explanation; but when large abstractions are to be explained to a wide audience, it's often hard to tell which words, meanings or situations will be more familiar than others. Fortunately, research has produced an instrument by which relative familiarity of words and meanings can be estimated: the *Thorndike Century Senior Dictionary*. In this scientifically designed dictionary, a simple numbering system shows the frequency of use for most words and meanings. Since this frequency is a rough measure of familiarity—particularly for word meanings—the dictionary is a useful tool for anyone who is faced with a job of explanation.

For example, let's look up the word *depreciation*. The number listed—11—tells us that Professor Thorndike counted more than 10,000 words that are used more often; no wonder the ordinary person doesn't understand what *depreciation* means. Thorndike's definition is obviously easier: "a lessening or lowering in value."

Now let's see what the dictionary has to say about *free enterprise*. Four meanings of *enterprise* are listed (in the order of their commonness): "1. important, difficult, or dangerous undertaking. 2. an undertaking, project; as, a business en-

DR. RUDOLF FLESCH has made a name—and a career—for himself by developing a formula to measure difficulty of reading matter. His method is widely adopted by publishers, radio, advertisers, and others.

Flesch is not a professional English teacher. Born and reared in Vienna where he studied law, graduating in 1933. Entered Columbia University 1938, where he received his Doctorate, the subject of his dissertation being "Readability."

terprise. 3. readiness to start projects; courage and energy in starting projects. 4. carrying on enterprises; taking part in enterprises. We contrast private enterprise with government control. *n. 5.*" In other words, *enterprise* is among the 5,000 most common words of our language, but the meaning in which it is used in the phrase *free enterprise* is quite rare (it has number four). An average person will think of three different meanings first.

Another key word to explain business is *profit*. According to Thorndike it's among our most common 2,000 words; it means, most often, "gain from a business; what is left when the cost of goods and of carrying on the business is subtracted from the amount of money taken in." So, the average person is apt to have a pretty good idea what *profit* means.

All this may seem elementary indeed. But when we analyze the various ways in which private enterprise is explained to the public, we find surprisingly different estimates and approaches. Simple, useful words are overlooked or avoided; unfamiliar concepts are used by way of explanation; familiar words and phrases are put to strained uses. Quite often, all this adds up to a recipe for creating antagonism rather than understanding.

Bewildering?

For instance, in the American Economic Foundation's "Functional Operating Report," as described in this magazine (June 1947), the word *profit* is omitted. This is done to "explode the profit myth" and "exorcise Karl Marx." But does it? More likely, the typical reader of this new-style report will be bewildered by a company that seems to pose as a non-profit organization. Looking for a clue to this puzzle, he will focus on the two most interesting items of the report: (1) "we received from our customers \$6,971.64 per worker" and (2) "the average worker was paid \$3,140.87." As an economic illiterate, he will then simply conclude that the average worker

got paid less than half of what he produced. Surely there must be more effective ways to "exorcise Karl Marx" than this.

Similarly, in the U. S. Chamber of Commerce "American Opportunity" program the phrase "profit motive" is avoided and "profit, wage and salary incentives" is used instead. Yet, according to Thorndike's studies, *incentive* is simply a less common equivalent for *motive*, and the effect of the substitution is probably nothing but annoyance.

Trick Devices

"Putting it in familiar terms" is also not as simple as it may seem. An obvious device, for instance, is the transformation of large figures into amounts of manageable size. This works fine as long as natural standards are used—like the sales dollar or the price of a typical product. But some public relations men often prefer trick devices and apply yardsticks that fly in the face of common sense. Remember the American Meat Institute ad that described the net profit of America's meat packing companies as "less than 7 cents a week per average family of four . . . less than the cost of a special delivery stamp"? Of course, special delivery costs thirteen cents and not seven. But that is not the point. The point is that this "explanation" is meaningless to the average person who knows neither (1) the average family's income, nor (2) its food budget, nor (3) its meat consumption.

Or take the annual report of the company that showed profits and losses "per worker per week." This is like giving baseball scores "per spectator per minute."

The trickiest explanation device, however, is the attempt to make use of a word everybody knows. Offhand, it may seem a good idea to put a word with favorable connotations to a novel use. But since the commonest words have the most deep-rooted associations, they resist transplantation most. People resent inter-

ference with their natural mental habits. What's more, such manipulation of words and symbols is historically associated with Fascism: it was the Nazis who put the word Socialism into their party name and made *May Day* their holiday.

A Tool Is a Tool . . .

To call *profits* "cost of using tools" (as in the Functional Operating Report mentioned above) seems therefore psychologically unsound. *Tool* is among the most common 2,000 English words. It means, ordinarily, "a knife, hammer, saw, shovel, or any instrument used in doing work." Will this pleasantly homely word, used as an equivalent for *capital*, turn the enemies of private enterprise into its friends? Hardly. A tool is a tool; an office building or a fleet of trucks are not tools. Economically, logically, maybe; psychologically, no.

Even more dubious, psychologically, is the program of the U.S. Chamber of Commerce. To begin with, those responsible for the program seem singularly obtuse to word connotations: otherwise they couldn't possibly have called their rank and file "American Opportuneers"—which sounds like a blend of opportunist and profiteer. But what is more significant is the basis of the program, described by Dr. Henry C. Link in this magazine (July, 1947):

"Our nation-wide surveys . . . have revealed highly erroneous beliefs. . . . Many millions of Americans believe that Socialism or State Capitalism would be more efficient than the American system of private capitalism. . . . We found that the terms "free enterprise," "capitalism," "competitive business," "independent industry," were little understood or had little appeal to the average man. However, we continued this research and . . . discovered that "free enterprise" and "Americanism" meant much the same to people. But, whereas "free enterprise" had no emotional impact, "Americanism" had a terrific emotional impact. . . . The term "American Opportunity" expresses the very essence of "Americanism."

In other words, the U.S. Chamber of Commerce program is based on replacing

the term "free enterprise" by the word "Americanism" which supposedly means the same to the average person. I wonder. The Thorndike Dictionary indicates that to most people "Americanism" means "devotion or loyalty to the United States." To many Americans as we have seen, "free enterprise" means something far less exalted. How are these people going to respond to the substitution of one term for the other? Will it win them over to the other side of the fence? Many psychologists will doubt it.

Well, then, what's the solution? There is no easy formula, of course. But here are some suggestions:

First of all, try honestly to translate the language of management into the language of the workingman. As C. W. Moore wrote: "The millions being currently spent for the education of employees in management problems and the inculcation of economic literacy are wasted unless the language and concepts developed are as convincing in Union Square as they are in Wall Street." This is not at all impossible. The increasing number of balance sheets showing "what we own" and "what we owe" or "what we took in" and "what we spent" are encouraging signs.

Quit Apologizing

Second, stop being apologetic. Explaining profits away will never make friends for private capitalism. Our railroads, for instance, are now advertising that they are making only 2½ per cent a year. But wasn't this country built by private enterprise? Why put the profit motive under a bushel? Why not come right out and show what it can do? Why not show how it stimulates production, provides jobs, cuts prices, raises the standard of living? Look at the example of General Electric with its emphasis on the drop in prices, or of the National Steel Corporation with its excellent explanation of the function of profit:

(Please turn to page 37)

MR. FOGG SHINES AGAIN

By JOHN W. DARR

President, Institute of Public Relations, Inc., New York City

NORTHBOUND from Washington, the Limited clipped off the miles. In a seat midway the length of the shady side of the club car, a passenger fished his pockets, unsuccessfully; and the solid-looking citizen in the adjoining seat spoke up.

"Looking for a match? Here's a whole book. Keep 'em. I've plenty more."

A book of matches changed hands; and the two men's eyes met in recognition.

"Well, well!" said the solid-looking one. "It's a small world!"

"It is, indeed," said the other. "Let's see. You're from a place called Smokeville, aren't you?"

"Right you are! Smokeville, Pennsylvania, home of the Smokeville Engineering Works, of which I happen to be president. Our company's motto used to be, 'Watch Our Smoke!' But we've changed that."

"And," said the other, "we met on this very same train out of Washington. How long ago was it—two or three years?"

The solid man nodded. "At least that long."

"Smokeville," mused the other. "It's an unusual name. But I'll have to confess that, until I met you, I'd never heard of it. Since then, though, I've thought of it often. Maybe that's because that other time I was out of matches, just as I always am, and just as I was today. You gave me some. Remember?"

"Most likely I did," said the solid one. "I give matches to everybody. Been doing it for years. It's a kind of habit. Besides, I think it helps my business. As you just said, yourself, it was a book of matches I gave you that caused you to remember me all this time."

"It was," the other conceded. "In fact, the matches you gave me sort of tied up with what we talked about. We talked

about some of the phases of public relations. If you'll recall, I'm a public relations counsellor."

"Right!" said the solid one. "Now I've got you placed exactly. We did have quite a talk, didn't we. I guess I told you that I've always wanted to know what you public relations people do. Not that I'd ever need your services, understand. But I've always been curious. Yes, that other time we had quite a talk. But I have to admit that I don't remember much of what you said."

"Well," said the other, "after all, it's been quite a long time. Besides, as I recall, I was the one who did most of the listening. You were good enough to tell me about some of your business experiences and conclusions. For example, as I remember, you told me about some kind of run-in you had with your local newspaper."

"Oh, that," said the solid one. "Well, of course, that has nothing to do with public relations. But it is quite a story."

"And," asked the other, "wasn't there something about a bridge?"

The solid one sighed. "There was—and is. And that situation hasn't changed. For three years, we've been trying to get the go-ahead to build an overhead bridge to connect two of our plant buildings. The bridge would cross a city street. As it is now, without a bridge, our plant traffic back and forth across the street keeps the street partly blocked, or the traffic on the street keeps us blocked. Besides, it's dangerous. But, because the bridge would cross a public thoroughfare, I've been told by our lawyer that the only way we can get the town's permission to build it is through a general referendum."

"You mean a vote of the people of Smokeville? And has that been tried?"

"It has—twice. And both times the

voters slapped us down. The last time, they voted against us more than three to one."

"And," asked the other, "why do you suppose they do that? Among your community's people, is there some feeling against your company?"

The solid man looked puzzled. "Feeling against us? Why *should* there be? Hell, man, we practically *feed* that community! We employ more than half the men of working age; and we pay two-thirds of the taxes. Without us, Smokeville just couldn't live."

"We-I-I," said the other, "sometimes sentiment against a business concern arises from causes you don't suspect. But tell me, what are you doing about the bridge now?"

"I'm coming to that. Just before I left for Washington on this trip—I've been down to see the War Assets people about some steel for the bridge *if* we ever build it—just before I left on this trip I talked to our lawyer again. By that time, I'd got pretty hot under the collar. I said to him: 'All right, now we'll *force* the issue. I want you to take this thing into court!'"

"And what did your lawyer say to that?"

"Huh! What did he say? This is what he said: 'Let's go slow on any court action. Maybe there's a better way.' Now look, Mister, I'm paying that lawyer upward of twenty thousand a year; and I'm paying him to *get results*. If there *is* a better way, why hasn't he found it? Answer me that!"

"Well," said the other, "maybe there really is a better way. But suppose we shift to a subject more pleasant to you. Now that the war is behind us, and we've had an election, and some of the wartime restrictions have been eased off, is your business back on a normal footing?"

"Listen," said the solid one, pointing an emphasizing forefinger, "I've *heard* that the war is over. I've *heard* that we had an election. I've *heard* that some of the restrictions have been eased off, and I

guess they have. But, so far at least, all those things haven't meant a damned thing to us. Anyway, they haven't improved the dispositions of our customers."

"Your customers? What's wrong with *them*?"

"Wrong?" said the solid one. "Look! We're in the engineering business. You know, we build industrial equipment, most of it to order. To build equipment, we need materials, including certain special alloys of steel. Sure, the war has been over a long time! But can you buy steel today—the kinds of steel we need? Just go out in the market and try it! That's all I've got to say. Just try it! But do our customers know that? I ask you—do they?"

"That," said the other, "is what I was just about to ask *you*. Do they?"

In desperation, the solid one spread his hands. "How," he demanded to know, "could anyone *not* know it?"

"We-I-I," said the other, "I was just wondering what you had done to explain to your customers just *why* those special steels are scarce, and what progress you're making toward getting a supply."

"Explain?" said the solid one. "How can you explain anything to people who won't listen to reason? Mostly I haven't even *tried* to explain. You talk about reasoning with people! Well, just week before last, I wrote to the chief engineer of one of our biggest customers, and I said to him: 'The reason you haven't heard from us in quite a while is that I have been spending all my time trying to buy the stock we'll need to fill your order and the orders of our other customers. You'll admit, I'm sure, that I can't be in two places at once!'"

* "Did that chief engineer answer you?"

"Answer me? He didn't even do me the courtesy of dictating an acknowledgment. Instead, he sent my letter back to me; and on the margin he'd written. 'Why *can't* you be in two places at once? That's what I am doing all the time.'

There's a customer for you!

"And so, you see, there's nothing for me to do but tackle this whole job all alone and start from the bottom, and with my own two hands, build up our trade again. And that, Mister, is tough!"

"Yes," the other conceded, "that way, it is tough. Of course, some concerns, in a situation like yours, have found it helpful to apply what are called customer-relations techniques."

"Perhaps so," said the solid one. "But, speaking of relations, I wish we could get around to talking about *public* relations. Of course, what I've been telling you has nothing to do with that subject."

"H-m-m," said the other. "Well, one other point. As I say, I recall that, the other time we talked, you told me some interesting things about your experiences with your home-town newspaper. What's happened on that score?"

"Well, sir," said the solid one, brightening, "I was coming to that. That *is* quite a story. Believe it or not, it has to do with those matches I gave you. Do you remember the book I gave you the other time—I mean do you remember that it said on them: 'Smokeville Engineering Works. *Watch Our Smoke!* Compliments of J. J. Fogg, President'?"

The other nodded. "Most definitely, I remember the slogan. You see, it was associated in my mind with some of the things you had told me."

"O.K.," the solid one continued. "Well, that reading matter has been changed. It doesn't apply any more. And that, Mister, *is* quite a story. Of course, it has nothing to do with public relations. After a while, maybe we'll get around to that; and I'll want *you* to tell *me* a few things."

The other nodded. "Meanwhile, please go on with your story."

"Well," the solid one said, "it all goes back to that newspaper, the *Smokeville Daily Herald*. That other time, when we talked on the train, did I tell you about how the *Herald* changed hands and how the new publisher—fellow by the name of

Homer Crandall—went in for uplift and reform? You know—city planning and wider streets and more parks and playgrounds and so on. And did I tell you how he finally got around to the smoke from our plant chimneys and took to raising hell about it? Did I tell you that he printed pictures of our smokestacks and hollered in his editorial column that our smoke was ruining Smokeville's beauty and smudging up the women's washings when they hung them on the line on Mondays?"

"Yes, I believe you did."

The solid man continued: "Then, I guess you recall what I told you about how, when this guy Crandall phoned the plant and said he wanted to send a reporter out to interview me about what could be done about smoke-abatement, I told him to go to hell. Well, pretty soon, the *Herald* switched to a campaign for safety—you know, in the home and on the street and at places of employment. Every day, on the front page, they printed a kind of score sheet of where accidents occurred in which people had been hurt. Well, we're a heavy-industry plant; and with half the men in the town working inside our gates, you can imagine how that score sheet made *us* look. Meanwhile, it never seemed to occur to anybody that, in comparison with other plants like ours, our safety record was mighty good. Well, that was when I ordered our lawyer to write the *Herald* a letter and tell 'em if they didn't quit printing that score sheet, we'd sue. Did I tell you about that, too?"

"You did," said the other. "But here's a point I'm not clear on. Did you explain to the *Herald* that, in your industry at large, your safety record *was* mighty good?"

"Explain? Hell! By that time, I would not even talk to 'em on the phone. I'd given orders not to permit anyone from the *Herald* on our premises. I'd never even *seen* that guy Crandall. And that brings me back to the smoke.

"Well, after the war ended, of course, we had to reconvert. For us, that was a job for outside consultants. I called in a firm of engineers. And what do you suppose was the first thing those engineers noticed? Our smokestacks!

"Yes, sir, they said to me: 'Man alive! You're shooting *tons* of fuel into the sky!' Well, of course, I'd always known that *some* of our fuel was going up in smoke. But, until those engineers showed me the figures, I'd never suspected how much that waste was costing us. And so I said to those engineers: 'All right. Fix it.'

"Well, sir, they went to work. From stem to stern, they overhauled our combustion equipment—you know, put in chain-grate stokers and cinder-recovery equipment and one thing and another, and they straightened out bad angles in flues, scraped out scale and carbon, and so on. And I wish you could have seen the result!

"Maybe the job wasn't what could be called a hundred per cent chemically perfect; but, I swear, you could watch our smokestacks all day long and not see enough smoke come out of 'em to fill a derby hat.

"The result showed up, too, in our fuel-cost sheets. Right away, I could see that what the engineers had done was paying for itself in savings.

"And now, let me tell you the rest of it. From here on, it gets more personal. You see, I live about in the middle of town; but the plant is sort of out on the outskirts. Well, late one afternoon, about a month or so after we'd fixed up the combustion situation, I'm driving home from the works. On the road, I overtake a man and a boy. Seems they'd been out for a walk.

"Well, just as I get close to 'em, it starts in to rain. And so I pull up and say to 'em: 'I'll give you a lift. Hop in.'

"They get into the front seat with me. The boy sits in the middle. He's about ten or so. He hasn't any hat on; and his hair is blond and wavy. When he looks up

at me, I see that his eyes are as blue as the sky above our smokestacks on a clear day. Right away, I take a liking to him. You see, I once had a boy of my own—

"Well, I ask the boy where I can drop them off; and he says Second and Vine. Then he and I get to talking. I ask him about his school; and he tells me about that and about his dog. Then I ask him is he a Boy Scout; and he says:

"'No, sir. I'm a Scout Cub. But when I get old enough to be a Scout, I'll be glad that I can join the troop here, and not have to go away.'

"'Go away?' I says. 'Were you thinking of leaving?'

"He says: 'Yes, sir. I *thought* I'd have to go. Doctor Crocker said I'd have to go to Arizona or some place, on account there was something wrong with my throat. And Daddy said all right, he'd sell his business—although it'd be a bad time to sell—and we'd *all* go. But, gee—now I'm glad that we don't have to go at all!'

"Me, I'm thinking pretty fast. I ask the boy, 'Just why is it that you don't have to go?'

"And the boy says: 'That's because there isn't any smoke any more. And Doctor Crocker says my throat is as good now as anybody's. And that's why I can stay right here.'

"For a minute or so, I don't say anything at all. Seems as if, all of a sudden, my glasses have blurred. And then I say to the boy:

"'Son, I don't believe I know your name.'

"And the boy says: 'Dad, here, calls me Bud. But my name really is Homer. It's the same as his—Homer Crandall.'

"Well, now I *am* floored. The man speaks up.

"'Yes, Mr. Fogg,' he says 'I'm Homer Crandall, publisher of the *Herald*. I recognized you; and I meant to introduce myself and my son. But I didn't want to interrupt your chat with Bud. Even if it's by accident, I'm glad that, at last, we've met.'

"'Here's Second and Vine,' the boy says. I stop the car.

"Crandall holds out his hand; and his grasp is strong and it feels sincere.

"He says to me: 'Mr. Fogg, may I call on you at your office? I've long believed that you and I have much in common. And I'd like to sit down with you and sort of talk things out.'

"And I say—well, what the hell? What *could* I say? I say to him: 'Sure! Drop in any time.'

"They're getting out of the car now, and I say to the Dad—you know, the old habit is working—I say to him: 'Here. Have a book of matches'."

* * *

Forward along the Limited's length, a whistle moaned; and a bell began to swing. The club-car passenger who, for the second time, had done most of the listening, glanced out of the window, and said:

"We're getting in. But tell me, Mr. Fogg, did Crandall come to see you?"

"He did," said the solid-looking one. "The very next day he phoned me and then came on out to the plant and we talked for more than two hours."

"About what?"

"About many things. The first thing he mentioned was those matches I'd given him—you know, with the slogan, 'Watch Our Smoke!' He said to me: 'Mr. Fogg, last night I got to thinking about that slogan. You know, it doesn't apply any more. And so I wrote something else; and this morning down at the shop, I had one of the boys in the art department sketch it out. Here it is. Please accept this idea with our compliments.' And that's how the wording on the matches came to be changed."

"I see. And did you talk of other things?"

"Lord, yes! I told him about our safety

record. Yes, I showed him the figures for our industry as a whole and how good our own average really was. And we talked about the bridge; and I showed him our plans for it—plans that I'd had drawn by a bang-up good architect, so the bridge would *look* like something."

Here the speaker's jaw muscles tightened; and he said: "And about that bridge, Mister, when I get back to Smokeville, I'm going to build a fire under that lawyer. Wouldn't you?"

The other man smiled. "You may find it unnecessary. After all, as your lawyer said, there are other ways to accomplish what you'd like to see done. Frequently, in public relations work, we find—"

The solid-looking man cut in. "Public relations! I *still* want to find out about that! Look. We haven't much time. But can you tell me something in just one little bunch of words? Where does a man *start* with public relations?"

Carefully, the other man answered. "That's a large order. But if you want it in a little bunch of words, then I'd say that public relations starts inside and works outward."

* * *

As the taxi swung out of the Pennsylvania station into Seventh Avenue in New York, the erstwhile club-car passenger who had listened while the solid man had talked fished out a cigarette. Matches? Dammit, he *never* had any! Oh, yes, here was that book of matches the solid man had given him on the train.

For the first time, he examined its emblazoned legend—the legend that had been changed. Now it read:

SMOKEVILLE ENGINEERING WORKS

Home: Smokeville, Penna.

A Clean Town with Pure Air

Compliments of

J. J. Fogg, Pres.

The foregoing article by Mr. Darr is the sequel to his original "Mr. Fogg" presentation, first given in 1942 and reprinted in the December, 1947, JOURNAL.

YOUR RIGHTS AND LIABILITIES IN RELEASING PHOTOS FOR PUBLICATION

By ARTHUR H. WROCK

Corporation Attorney, Detroit, Michigan

YOUR RIGHTS and liabilities in releasing photographs for publication involve, insofar as the lawyer is concerned, from the legal aspect, the Doctrine of Privacy. The Doctrine of Privacy has come into being only within the last fifty years. It is a legal recognition of the right to be let alone—the right under certain circumstances to protect one's name and physiognomy from becoming public property.

As at least one writer has said, every lawsuit based upon alleged infringement of the right of privacy poses a dilemma in which the Court is called upon to find a point where the rights of the individual to be let alone and free from the public gaze and the rights of society to be informed on matters and to the dissemination of information are in balance; a succession of such points constitutes the line in which the Privacy Doctrine has progressed.

The right of privacy has been recognized in twelve states as a common law or judge-made law right. They are:

California	Louisiana
Colorado	Missouri
Georgia	New Jersey
Illinois	North Carolina
Kansas	Pennsylvania
Kentucky	South Carolina

The right of privacy has also been recognized at common law in Alaska and the District of Columbia. The states of New York, Virginia and Utah recognize the right of privacy by statute or legislative law. To date four states have not recognized it. They are:

Michigan	Washington
Rhode Island	Wisconsin

The balance of the states have not as yet determined the question as to whether

or not the right of privacy is a legally recognizable right in the state.

The first American case to recognize the right of privacy as a common law right was that of *Tavesich v. New England Life Insurance Company*, decided by the Supreme Court of Georgia in 1905. There the plaintiff's photograph was used in an advertisement describing the benefits of life insurance; in an adjoining column was printed, by way of contrast, a picture of a bedraggled, woe-begone individual captioned "THE MAN WHO DOES NOT OWN LIFE INSURANCE." The Court enjoined the insurance company from using the advertisement and said in its opinion:

"Every individual maintains a small private domain which the public may not invade with any more justification than an individual would have in poaching up the sphere of governmental activity. . . . The constitutional guaranty of personal liberty implies the right to withdraw from the public gaze as well as the right to assemble and speak in public. . . .

Many cases have followed along similar lines in those twelve states mentioned above, not all of which, however, have based the right of privacy on any constitutional right or other traditional legal doctrine, such as property rights, etc. As a matter of fact, the tendency in recent years has been that the right of privacy is coming into its own and is being recognized as a legal doctrine in and of itself.

Legislative efforts to codify the right of privacy in the states of New York, Utah and Virginia have restricted rather than extended it. The New York statute in substance provides as follows:

"A person, firm or corporation that uses for advertising purposes or for the purposes of trade the name, portrait or picture of any living person without having first obtained

the written consent of such person, or if a minor, of his or her parent or guardian, is guilty of a misdemeanor."

The Utah and Virginia statutes are similarly worded, except that they are not limited to living persons and the Utah statute also applies to public institutions.

An Important Distinction

The important distinction of the statutory right of privacy as against the common law right of privacy rests in the fact that the statutory right arises only when the name, portrait or picture is used for advertising purposes or the purposes of trade, whereas the common law right contains no such limitation. However, even under the common law the right of privacy is not unlimited. Since the safeguarding of a free press is recognized as being of paramount public importance, all courts agree that the right of privacy should not prohibit the publication of news and pictures in connection with items of legitimate public interest. The courts have been quite liberal in interpreting almost any article appearing in a newspaper as news, irrespective of whether it is printed in the news columns, feature pages or magazine section, on the ground that the individual right of privacy is outweighed by the public policy requiring the circulation of information to be unhampered.

The same reasoning would of course apply to magazines and news reels, although as to news reels, at least one court has distinguished them on the ground that persons visiting a theatre come there primarily for entertainment purposes, for which they have paid an admission, and that the news reels are more in the nature of entertainment than a means of dissemination of news. It should be noted, however, that the same could be said about many persons purchasing magazines or newspapers. They too read for entertainment as well as to be apprised of the news.

The important factor with reference to newspapers, magazines, news reels and the like is that the material in connection

with which the name, portrait or photograph is used must be of immediate public concern and factual—not fictional.

However, even the exemption from the right of privacy enjoyed by news publications is not unlimited. Time magazine published an article about, and pictures of, a young woman suffering from a rare ailment which gave her a ravenous appetite. Newspaper reporters sought the young woman's consent to an interview. When it was denied, the reporters surreptitiously took her picture. There was no showing that the defendant, Time magazine, knew of the plaintiff's refusal and apparently the first it knew of the plaintiff's ailment was when newspapers published articles concerning her.

The Court's Decision

Time magazine contended its constitutional right of freedom of speech and press was violated by the lower court's judgment for the plaintiff. The court recognized the distinction between news items and advertising, from the standpoint of the right to invade privacy, but found that freedom of speech and press, even in news items, is not unlimited; individual rights must be harmonized with community rights. The court in its opinion said: "It is for the court to say first whether the occasion or incident is one of proper public interest. If the court decides that the matter is outside the scope of proper public interest and that there is substantial evidence tending to show a serious, unreasonable, unwarranted and offensive interference with another's private affairs, then the case is one to be submitted to the jury."

"Certainly if there is any right of privacy at all, it should include the right to obtain medical treatment . . . for an individual personal condition (at least if it is not contagious or dangerous to others) without personal publicity. . . . While plaintiff's ailment may have been a matter of some public interest because unusual, certainly the identity of the person

who suffered this ailment was not."

In every state, whether the common law states or the statutory states of New York, Utah and Virginia, where the right of privacy is recognized, the name, photograph or portrait of a person may not be used with immunity without his permission for advertising or trade purposes. As stated before, generally the right of privacy exists only as to living, natural persons, not as to corporations, etc. Several courts have, however, recognized it as to deceased persons. Utah, by statute, has extended it to public institutions.

In infringements upon the right of privacy by pictures, strict photographic accuracy is not required. In the case of *Loftus v. Greenwich Lithographing Company*, decided by the Appellate Court of New York in 1920, recovery was granted where the plaintiff's photograph was used as a model for a painting which differed from the photograph in various particulars. Apparently all that is required is that the person's identity be ascertainable by people knowing the person.

How then can we publish photographs of individuals in trade journals or advertising copy with immunity? The common law states will under certain circumstances imply consent and estop the person whose photograph is used from recovering damages. The most common situation in which consent will be implied is where the subject voluntarily poses for a photograph knowing its intended use. In one case where the plaintiff voluntarily posed for a group picture at a public airport, the defendant, in connection with a news account of the plaintiff's husband suing her for divorce and their chauffeur for alienation of affections, printed the plaintiff's picture showing her standing

next to the chauffeur and deleted the rest of the picture. The Massachusetts court disposed of the case in favor of the defendant on the ground that the plaintiff waived any rights she had by posing for her picture at a public place. However, New York, Utah and Virginia statutes require specific written consent. Consent, whether written or oral, expressed or implied, unless supported by a consideration and expressly made irrevocable, is at best a mere revocable license which can be withdrawn by the subject at any time. In a New York case the plaintiff, by written consent, permitted the defendant to use her name on the defendant's perfume. The defendant went to considerable expense in advertising this product and in building up good will over a period of twenty years. The plaintiff then changed her mind and demanded that the defendant cease using her name on its product. Despite the considerable loss resulting to the defendant, the court held that the plaintiff could withdraw her consent at any time because it constituted nothing more than a revocable license.

From a practical standpoint, we must conclude that before a photograph, portrait, likeness or name of an individual, living or dead, is used for trade or advertising purposes, one should obtain a written, irrevocable release or license so to do, supported by the payment of consideration, particularly if the copy is to be circulated in the State of New York, since under the New York statute the courts have held that even a non-resident can bring action against any publisher of a trade publication circulated in that state which invades the person's privacy, provided of course that the publisher can be served with process in the state.

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The foregoing article by Mr. Wrock was prepared from his presentation of the subject before the Detroit Chapter of NAPRC recently.

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THE OPPORTUNITY AND RESPONSIBILITY OF TOP MANAGEMENT

By REX F. HARLOW

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MUCH THAT IS FAVORABLE can be said about how top management makes use of public relations today. But even so we must admit that the surface has scarcely been scratched. The largest and most efficient public relations programs in the nation are far from what they should or could be. The public relations potential of any institution is enormous and should be made the most of. The responsibility of top management is to do something about this and do it before time runs out. Individual, institutional, national, and world affairs are in such a chaotic condition that no time is to be lost in using whatever means is available to bring the world back to normalcy. We have drifted so far from our safe moorings that the consecrated efforts of everyone of us are needed to return to safe waters and help regain our former state of security.

We are faced with a strange new world. This is probably the product of the two world wars through which we have passed. Prior to the first world war a social upheaval took place apparently in all nations. For some unaccountable reason restlessness seized upon peoples everywhere and sent them spinning toward the abyss of destruction—the first world war.

By the time this war had run its course business enterprise in this country found itself in a new setting. Unfamiliar and onerous government controls restricted operations. Organized labor instituted heavy new demands disturbing to old agreements and arrangements. Customers rose up and made attacks on products and sales methods that left the sales forces of business institutions surprised and chagrined. The "have nots" made raids on the "haves." Representatives of special interests, pleaders of special

causes, advocates of strange new doctrines, crack-pot theorists, and many other disturbing forces vied strenuously and tirelessly in the market place, in government halls and on the air, in the press and on the public platform. Business, especially Big Business, was beset on all sides. Something akin to chaos reigned.

The second world war broke with a crash over this disturbed scene. While it was being fought many of the social changes that had been under way were held in abeyance. All institutions and all citizens in our nation patriotically cast aside their private interests and combined to help win the war. Business in particular performed notably. It researched, planned and produced beyond the wildest hopes of its most ardent supporters.

It is noteworthy that the outstanding accomplishments of business during the war were essentially public relations achievements anyhow. To recall only the establishment of management-labor committees in thousands of plants the nation over, and the generous exchange of trade secrets, manufacturing formulæ, dies and previously guarded manufacturing secrets of various kinds among industrial organizations of all sizes and kinds is to realize that cooperation among men and institutions reached an unforgettable new high in this country during the war. Although the purpose behind all that was done during the war was the destruction of human life and property, in the process the spirit of the Golden Rule found full expression and free play.

But now that the war is over and the social changes are back again, some of them intensified and others taking new form, the top executives of business are at sea; they hardly know which way to turn or what to do despite their recog-

nized responsibility to help provide an anchor—maybe the main anchor—for millions of disturbed and distressed people.

That something needs to be done, and quickly, is recognized by top management along with everyone else. Most top executives are eager to make the most of their present responsibilities, which they recognize are genuine opportunities if used properly and effectively.

Dilatory and Sometimes Stupid

These top executives realize that, although great advances have been made in using public relations, top management has been dilatory and sometimes stupid in failing to make full use of this scientific aid. Top executives have failed in interpreting the system under which they function; in emphasizing the freedom, opportunities, conveniences and comforts of modern living which are the fruits of that system. The story is a marvelous one to tell. There is hardly any limit to what can be said of the remarkable record which business has to its credit in the realms of economics, finance, research and other vital fields of endeavor. Possibly more than any other agency has business helped write the history of this free country. It has raised the level of living of our citizens beyond anything ever dreamed of before. It has created machines and methods and fashioned new tools in an amazing succession of brilliant moves which have aroused the admiration of all mankind. It has changed the concepts of labor, wages, leisure, vacations, retirement, sickness and health benefits, and a host of others which only a few decades ago were but dreams to toiling millions. It has brought these things into the stream of everyday living, made them a part of the lives of even the lowliest workers.

This remarkable story can and should be told with all the power that top management can muster. It should be told to everyone in business as well as to everyone out of business. It can and should be

dramatized to give it full force and effectiveness, so that all can see, feel and understand its significance. Business needs to "build prestige for acceptance." It need not shout its wares from the rooftops but it should tell its story, plead its cause before the bar of public opinion, and do it in a way that produces conviction, builds confidence.

This is no time for institutions vital to the life of the country to hide their lights under a basket. Rather it is the time for each institution to stand up and speak its piece. The people need solid things to tie to in the uncertain seas of the present. They have been adrift long enough in inhospitable tides that swirled and eddied in all directions. Business should help set the course toward calm waters and tranquil seas. It has the power, the opportunity and the responsibility to do this.

There is so much which can be done that it is difficult to select among the many alternatives. Business touches the lives of everybody in multiple ways. It leads, it serves, it follows, it surveys, it helps to fashion, and it shares in what people think. It is in partnership with the public. It has all the opportunities and means therefore through which to reach the minds and hearts of millions.

The Primary Goal

More than 60,000,000 men and women are employed in this land. By far the greater percentage of them are employed by business. To a degree, the top management of the institutions where these millions work is in control of their working time and therefore has access to them in an intimate way that opens enormous possibilities and carries with it tremendous responsibilities. This great army of men and women, who with their families represent a majority of the population of the whole country, should receive first consideration by top management.

Claude Robinson has commented on the breakdown of lines of communication between top management and employees.

He advocates that these lines be immediately put in repair, so that messages can flow freely and uninterruptedly from office to shop and from shop to office. Unless these ways are opened so that communication is free and easy top management will not be able to win and hold the necessary cooperation of employees. It will continue to flounder and fumble in reaching the hearts and minds of the members of its most vital public.

What Employees Want

Employees want more than they can express to know what top management is thinking, what its problems are, how they can help in meeting and dealing with those problems. Then, in Heaven's name, let's set up the machinery that will enable top management to tell them! *And then let's tell them.* There is so much to tell! Before telling them anything, however, let's find out what they are thinking, how they feel, what they want, what their problems are and how they are dealing with them. In fine, let's learn as much as possible about them as living, working beings. This requires skill and the use of sound public relations personnel, principles and techniques.

It is presumed that top management will approach this whole problem of interpretation in a spirit of morality. Henry Link, in his stimulating book, *A Rediscovery of Morals*, urges that all of us rededicate ourselves to the tested and proved virtues which are based upon sound morals. He is right. Top management has to put its own house in order before it can go with clean hands to employees and talk of morals. Making profits is its duty. But it must also look upon itself as the champion of decency and fairness, of sound human rights, in its relations with employees, customers, the government and the general public, as well as with stockholders. It has to carry on all its operations in an atmosphere of morality.

Not until then, can it go to employees

and say, "We are making every practical effort to provide you with pleasant and comfortable working conditions, with fair wages, generous benefits and a decent atmosphere in which to work. Therefore, we expect in return loyalty to the company's interests, a full day's labor for a day's pay and honest and fair consideration and cooperation in dealing with all company problems. We want you to know that we are willing to go more than half way in meeting top management's responsibilities to you and we want your assurance that you are willing to do likewise with us." Of course, such a move has to be made with sincerity. Like begets like. The Newtonian law, that for every action there is a similar and equal reaction, applies in human relations as well as in physics.

We lack respect for constituted authority. We cut the corners wherever we can. We work on the theory that the other fellow is of age and therefore able to take care of himself. We do not even adhere to the requirements of truthfulness when our personal interests are involved; we think that we can gain advantage by evading issues, leaving a false impression, or sliding lightly over unfavorable facts. We console ourselves by saying that little white lies are permissible. So far have we gotten away from the stern "Thou wilt", so far have we moved in the opposite direction, that we have lost all the supporting strength and guidance of that moral command. We need to recapture what has been lost and make it again a part of our creed and a guide to our conduct.

Management's Responsibilities

Leadership carries with it heavy responsibilities. Top management cannot escape this law. In essaying to direct the affairs of a business, top executives should willingly assume the full responsibilities that go with the function. They should represent in their own persons solid moral qualities to serve as example and guide to all members of their organizations. In ad-

dition, at every opportunity they should emphasize that these qualities are expected in everyone in the enterprise. Both their personalities and their official actions should give character to the business. When top executives are of this type their relations with employees are seldom other than satisfactory; relations seem naturally to take the right course, to fall in effective channels, and to be productive.

Relations Have Changed

Many difficulties are to be overcome in establishing and maintaining such satisfactory relations with employees, however. Recalcitrant labor unions are to be dealt with. Under the existing philosophy of labor leadership, this is anything but an easy task. New governmental limitations upon the abuses practiced by labor leaders is helping some, but it is too soon to tell how much and whether the change is actually for the best. One of the biggest headaches of top management today is trying to get along with organized labor. The situation is anything but conducive to executive tranquility. Viewed from the standpoint of top management, the trends that labor relations have taken in recent years are indefensible and dangerous; they threaten the foundation of free enterprise. Whether this view is right or wrong, it is evident to even the casual observer that the relations that used to exist between employer and employee have greatly changed. Both parties and the public are adversely affected by the change.

Studies of employee attitudes have shown that by far the greater majority of persons who work for a company are deeply interested in it. Labor leaders, although officially representing these workers in matters of wage increases, improvement of working conditions, enlargement of employee benefits and the like, are unable to destroy employee loyalty even when they call employees out on strike, attack the motives of top management

and incite the strikers to violence. Beneath all the excitement and clamor the employee still clings to his deep interest in the welfare of the company and the assurance that he is a necessary part of it. He has to have the assurance of *belonging* to something bigger and stronger than himself, something like *his* company, to which he can give deep allegiance.

Top management should keep ever in mind this singular fact in employee relations and make much of it. It invites the most careful study as it opens the way to remedying many of the most pressing evils in present labor relations. Top management should be able to save the day by building and strengthening its bonds with employees to the point where they will remain binding in the face of any and all strains that may be imposed upon them. For top executives to sit down and admit impotence when beset with labor difficulties is both absurd and futile. Instead they should come up fighting, not the employees but the intolerable situation that binds them. The tools they should use are understanding, sympathy, loyalty, the sharing of information, and tact. Where top executives and employees are close together the labor leaders cannot cause much trouble. The breach that has developed between management and labor must be healed; the means to do the healing are the sound principles, practices and tools of public relations.

Make Information Available

Enlightened top management should make every effort to assist employees in living more fully and richly. This should be done without intruding upon the private lives of those who are being helped. The prevalent idea that a worker's time outside of business hours is his own need not be violated. Management should go no farther than to make available the means for helping and leave to the employee the acceptance or rejection of these means.

Top management can open the rich

storehouse of knowledge to the employee. Through printed pieces, group meetings, small conferences, classes and scores of other means, new approaches to life can be provided. What are the meaning and force of such concepts as freedom, liberty, the ownership of property, democracy? What does good citizenship mean and why and how can it be practiced? What is the place of capital, labor, management and natural resources in a business? What are the elements of a sound value system and how does one discover and develop them for himself?

It may be protested that such a program goes far beyond the responsibility or rights of top management; that it is bordering on paternalism; that it is not an economic but a sociological operation. The answer is that top management had better be interested in sociological as well as economic problems. The minds when away from the business are the same minds that are at work in the business. If top management would have satisfied, clear thinking employees it had better do what it can to insure that their minds at least have access to facts and information that will produce clear thinking and contentment.

Avoid "Indoctrination"

This does not mean indoctrination. God forbid that top management be guilty of that crime! It does mean, however, that a service of great value can be performed for employees by giving them access to the materials which will enable them to grow in mental stature. Naturally they have to be left free to decide the direction in which they shall grow; their own taste must govern in the selection they make of the intellectual diet placed before them.

Why should top management shrink from this educational task? It is a witness daily to energetic efforts made by the forces antagonistic to democracy and free enterprise to capture and dominate the minds of employees. Why should top

management sit supinely by and let these dangerous alien forces take command of the thoughts and purposes of the workers? To do so is to fail miserably to meet the challenge; it is to abdicate in favor of the very forces that are set to destroy all the things that management holds dear. By no stretch of the imagination can such a course be defended. Not only is it unsound but it is also cowardly.

Basic Truths

Top executives have need to go no farther for stimulating material than to the Constitution of the United States. The basic truths imbedded in this document are abundant enough to satisfy management's needs. Moreover, these truths, when once fully understood and applied in the lives of executives and employees alike, form a bond of sympathy and pride which is almost unshakable. A careful study of the Constitution strengthens and ennobles all who make it. It builds clearer ideals of the fundamental purposes which this nation was created to serve and thus tends to draw wayward feet back to the paths of righteousness that so many have abandoned in recent years.

"We hold these truths to be self evident . . .", immortal lines of the Declaration of Independence, should be familiar to every person who works for a free institution made possible by the Constitution. It should be enshrined in the hearts of all. If management can do but the one thing of causing employees to realize the true significance of freedom as defined by the Constitution it will justify in large measure its stewardship.

The pressing need of the hour for executives and employees alike is to rediscover stable values that can be safely used in rebuilding our shattered civilization. We need either to return to our old safe moorings or swiftly create new ones. Adrift as we are now, we are like a man mounting a steed and trying to ride off in all directions at once. It is probably safer

and easier, as well as quicker, for us to restore order and tranquility by retracing our wayward steps to the point where we can grasp again the firm supports on which we depended in the past. Possibly the rapidity of our progress in recent times is responsible for our dizziness.

Top management should be careful, of course, not to become reactionary. A spirit of progressiveness is necessary in the successful direction of all human enterprises. The new must ever be blended in proper proportions with the old. The test is to select that which is true and valuable in both and build upon it, discarding what is left over.

The basic responsibility of top management, then, is to read the signs of the times correctly, recognizing fundamental trends and needs; to set forth these trends and needs clearly and strikingly so that all in the business can see and understand them; to share with employees the means to deal intelligently and successfully with the disturbing forces about them; to develop and maintain a genuine partnership with employees. Meeting this responsibility is a task that is as broad and difficult as organized living itself, but top management cannot afford to aim for a goal less exalted. It is on trial today as it has never been before. Pettiness and lack of vision and high purpose can have no place in its affairs.

The Present Picture

Breadth of vision and depth of spirit must be present in contacts outside as well as inside the business. During the recent war business stood high in the esteem and respect of all elements of the public. Its production record gives everyone a sense of elation and power. It was showing the world what organization, co-operation, and coordination could do on a mammoth scale. The cost was great but no one grumbled; the war had to be won and the wonderful thing was that industrial business was winning it.

But today the picture is changed. Business is toppled from its pinnacle; it is attacked from all sides as being selfish, smug, antisocial. The profits it made while performing so marvelously during the war are being sharply criticized. Top management is bearing the brunt of heavy public disfavor. War accomplishments are being forgotten or discounted. Personal sacrifices that were made during the war are being waved aside as not significant. Government, labor, customers and students, analysts and other scientific forces of one kind and another are boring toward the heart of business operations, asking for information and facts which can be used to discredit top management. Even stockholders are raising their voices in criticism of management processes and results.

Unfortunate Attitude

And yet never was business so prosperous. Never did top management have so much ammunition for its public relations guns as it has today. If the situation were not so serious it would be ludicrous. Some top executives are disposed to treat the situation lightly. They shrug their shoulders and say, "You can't satisfy everybody. Let the wolves howl. We will keep on our merry way and pay no heed to them. We are doing all right. Our companies are making money, our stockholders are getting large dividends. And our employees are receiving the highest wages in history."

But such executives are shortsighted. Either they fail or refuse to see that they cannot escape the responsibility of carrying their portion of the burden of winning back the public's good will for business. They fail to take into account the danger to themselves and their institutions in permitting unfavorable public opinion to crystalize against business as a whole. What affects business as a whole affects them and their individual enterprise. And what the public comes to dislike heartily enough it destroys.

This places business on the defensive, which is a poor and unnecessary position for it to occupy. Business has such a wonderful story to tell that top management should be on the offensive. It should be carrying the fight to those who are opposing it rather than defending itself against their onslaughts. In all the multiple ways available to public relations top executives should be carrying to the people the constructive message that business is a force vital to individual and national prosperity; that it is one of the foundation stones of democratic living; that it is a powerful weapon of defense against the dangerous forces that are striving to destroy our civilization. It should tell the story of mass production and mass selling that have contributed so much to modern comforts and the ease of living. Up and down the land representatives of top management should be constantly using the channels of communication to carry the constructive story of business to all who will listen. The "marvelous story" above referred to should become familiar to every man, woman and child in America.

This is a selling job, a big one; but it must be done. Fie upon those in business who use remarkable tools of selling to market their products and then hesitate to make use of the same tools in selling their reasons for being and the importance of the service they and their institutions perform! The same attention and energy that have been given to the one job, if given to the other will produce equally good results.

Community Relations

Then there is the matter of sharing in the social responsibilities of community, state and nation. Top management has an unexcelled opportunity to prove to the public that it has a heart and can do things on as substantial a scale for the public good as for the private good. It can spend money and the energy of its

personnel in helping shape public activities along constructive lines. It can oppose foreign and dangerous ideologies by helping expose and drive out those who support these ideologies. It can take an active part in the election of honest and capable public officials. It can help direct the currents of public life around it so that sanity and conservatism are in control. It can make itself felt as a power for good wherever it touches the lives of the people.

This constitutes another difficult selling job, but one which top management can and must undertake and do well. Not alone is the matter of good citizenship involved; the very safety and continuance of our way of living is involved. Moreover, there is also involved the matter of individual and corporate survival. It is good business for top management to make itself felt as a public factor of power. To do so is an insurance policy against what could happen in the future.

Future in Management's Hands

With the aid of public relations, there is hardly any limit to what top management can do in strengthening its position in the affairs of men. Careful study of public relations potentialities, the selection and use of the right techniques and tools to realize the fullest returns on its efforts, the assiduous attention to the requirements of morals, sound business practices and good citizenship cannot fail to pay excellent dividends. Alert, enlightened top executives, armed with effective public relations facilities, can go almost anywhere and do almost anything they wish. Their future lies pretty much in their own hands. Theirs is an awesome responsibility: what they decide to do and how they decide to do it in the next few years may decide the destiny of this proud nation. At the very least it will vitally affect the welfare of the millions of citizens who are dependent upon business for a livelihood, happiness and the opportunity to live full and rounded lives.

AN OVERLOOKED EMPLOYEE BENEFIT

By WILLIAM R. SPINNEY

THERE IS ONE important public relations activity which business is overlooking, and this oversight is sterilizing other vital efforts. A correction of this oversight will add, not only a desirable new factor, but it will alter the atmosphere in which employers and employees must seek their separate and their mutual interests.

Most owners and managers of businesses are coming to realize that the most acute unsolved problem of modern industry is that of employee relations.

The use of "benefits" of various sorts is becoming standard practice as a means of improving morale, cutting down turnover, lessening the possibility of strikes, and—so the employer hopes—of increasing productivity.

Most of the "benefits" take the form of monetary additions, direct or indirect, to wages. In so far as these additions to compensation promote productivity they may have a social warrant. For instance, retirement pensions are supposed to remove the fear of future want, and therefore increase the productivity of the worker. If the added productivity balances the added compensation, the retirement income is economically justified. If it does not balance the added compensation, the gain to society and to the worker is illusory, because the added compensation will be added to the cost of the goods produced, and this added cost will eventually cancel out the added compensation received by the worker. It is exactly like increasing wages beyond the productive worth of the employee.

If the granting of employee benefits becomes so common as to be accepted, usual practice, is there danger that the stimulation to production will be lessened because the employee comes to regard the benefits as a part of compensation exacted from the employer by force, or by

virtue of universal practice? The fact that labor leaders are making these benefits the subject of labor negotiations, and that government bureaus are backing the unions in this activity, tends to raise the question. We have seen a declining efficiency parallel a rising wage scale because of a changing mental attitude on the part of workers. Will we again witness the same psychological phenomenon if employee benefits come to be regarded as vested rights?

Maybe the existing maladjustment between employers and employees is more spiritual than material. If that is so, material benefits alone will never correct the maladjustment.

It is recognized that the growth of the corporate form of business organization, the increased size of working forces, and the forced impersonality of employer-employee relations have altered the old person-to-person employer-employee contacts. Is it sufficiently recognized that just as great a change has occurred in the mental atmosphere of employers and employees? Both used to base their thinking upon mutual source material. They were close neighbors, physically, with a common public school background. They very likely attended the same church, and were interested in the same civic activities. Above all, they read the same newspapers, magazines and books. If they differed in politics those differences were surface, not basic.

This common source material for the creation of mental attitude is now lacking. In our great industries employers and employees are no longer neighbors. They may spend years of activity outside of business and never encounter each other, or know anything about each other's personal lives. There now is a labor press in America of wide circulation to Union members, and many employees

get most of their mental background from this biased source. Some never read the daily papers of general circulation. The industrialization of the nation has created complex economic and political situations which neither the average employer nor the average employee understands, and in their attempts to understand them *they depend upon entirely different source material for the formation of their opinions.*

Later Than We Think

It may very well be that this variance in source material is the most important factor in creating industrial unrest. If that is so it is already later than it should be for something to be done about it, and this brings us to the overlooked employee benefit.

May it not be that the most important benefit which an employer can give to his employee is the availability, under conditions conducive to acceptance and comprehension, of source material suitable to employer and employee alike for determining economic truth?

There are scant grounds for the sometimes encountered attitude that the majority of employees cannot comprehend the intricacies of economic reasoning. The same general statement, with virtually as good grounds to warrant it, can be made regarding the majority of employers. There are some minds that instinctively reach out for truth, and there are some that shirk the effort of thinking. There are minds in all groups which absorb truth by studious method, and there are other minds in all groups which get the determining information for the motivation of their actions by ear from their more studious associates.

In the presence of such great lack of knowledge among all elements of our society there would seem to be little profit in attempting to assess degrees of ignorance. It would appear wiser to accept the fact that all classes have within their ranks some minds which will seize upon

information and interpret it to the less mentally alert. The general average of comprehension of the true facts of social existence in any class is likely to be determined by the source material upon which the more alert minds in that class feed. If the source material is of Marxian influence, or the less harmless appearing Fabian school, the average intelligence is likely to be on one level. If the source material is scientific, economic fact it is very likely to be on another level.

If that is true, may not the restoration of the availability of common source material to employers and employees be a sound approach to a better relationship between the two groups? Properly done this can become an employer activity promoted as an employee benefit.

It should not be propaganda created by an agent of the employer and directed against the employee. Such material will be quite properly resented and rejected by the recipient. It should be an honest passing on to the employee of material upon which the employer bases his own conclusions. It should be an honest sharing of source material. It should be initiated with a frank disclosure of its purpose, and nothing should be passed on to employees which the employer does not himself read for his own enlightenment.

A Method of Sharing

A suggested technique is not to give the material to employees. That is not an effective psychological approach. It is far more effective to make obvious the basic fact of sharing. If some one gives you a piece of literature you feel no special urge to read it. But if there comes to your hand the same piece of literature with attached to it a short list of names to whom it is to circulate, your immediate instinct is to read it, scratch out your own name, and pass it on to the next person on the list. This is a method of sharing information in common use among executives and department heads in all business organizations. All that is needed is the extension

of this method to include all employees whom it is desired to reach with a certain release of information. Always, when it has been read by all whose names appear on the circulation list, it should be returned to the man whose name heads the list, and whose name should have been scratched out first to indicate that he read it himself before he passed it on to others.

Sufficient copies of the piece circulated should be provided so that the list attached to each circulating copy will not be too long, creating a sense of staleness to those at the foot of the list.

No Propaganda

The selection of material to be circulated is of the utmost importance. It must be true—absolutely true in every sense. It must not be propaganda. It must not be condemnatory of labor. It must not be coercive or threatening. It must not be political. It must have the unqualifiedly honest purpose of informing the employee, and nothing else.

Well, where shall we find such material?

Some of it can be purely factual information about current operations of the company concerned. That is now accepted employee relations practice in thousands of progressive firms and need not be further discussed here.

The most important material will concern itself with scientific economic truth, because it is lack of knowledge of this truth, by both employers and employees, which is the cause of most employee dissatisfaction, and a contributing cause to most of our political ills through the extension of this dissatisfaction to the political field. But the answers to current public problems, both domestic and foreign, are not primarily political. The most discouraging aspect of the political approach is that all parties, and all programs, are inadequate, or even provocative of intensified confusion, and precisely for the reason that economic truths are ignored by all. Since economics

and political science are inseparably interwoven, there can be no wise political action which is at the same time economically unwise; therefore a prerequisite of sound political action is the acceptance of sound economic theory.

One of the intellectual phenomena of our time is the deterioration of the practice of the science of economics coincident with the unprecedented advance of the physical sciences. The causes of this would constitute a study in itself. Let it suffice to observe, with possibly no exaggeration, that had the practice of chemistry deteriorated to the same extent as has the practice of economics, our research laboratories would now be devoted to experimentation in alchemy.

In the preceding paragraph the *practice* of economics has been distinguished from the *science* of economics, for the science is as sound as it ever was. It is its practitioners who have led us astray. By preemption a noisy lot of propagandists have seized the strategic sites of the science in our universities, the popular press and government service, and have twisted economic logic to make falsely assumed premises appear sound. The din of their sophistry has drowned out the truth, and has brought back from the social tragedies of history error long since proven and tabulated by true economic science.

His Right and Duty

No employer has a right to coerce the political preferences of his employees. But he does have a right to make available to them non-political truth out of which they can manufacture their own political preferences. In the face of the subversive propaganda now directed against his employees to their own detriment, it may even be his duty as a fellow citizen.

The search for economic truth is not easy for the unguided layman. The eighteenth and nineteenth centuries developed a rich literature of economic enlighten-

ment leading toward the attainment of personal liberty and the realization of a higher standard of living. The student with sufficient leisure will find satisfaction in gaining familiarity with these; but they are hardly suited to the quickest attainment of an understanding of present-day economic problems. Adam Smith's "Wealth of Nations," for instance, is still a beacon of intellectual light, but much of its content deals with conditions existing in England in the year of its publication, 1776, and therefore has slight practical application to present conditions. We find it easier, therefore, to turn to modern writers of character and competence, such as Friedrich A. Hayek, "The Road to Serfdom," Ludwig Von Mises, "Omnipotent Government," Henry Hazlitt, "Economics in One Lesson," John T. Flynn, "As We Go Marching," and others.

Various individuals and organizations have come forward to assist in popularizing sound economic theory. The most

ambitious of these, The Foundation for Economic Education, at Irvington-on-Hudson in New York State, has a projected budget of a million and a half a year, has associated with it Hazlitt, Von Mises and others of unquestioned integrity, is non-partisan, non-profit, and devotes itself, among other things, to the production of the type of material which might prove most effective as common source material for employer-employee reading.

American business has been slow in defending its moral right to intellectual leadership. Too strict a devotion to "business only" has blinded many of its leaders to the fact that business under existing conditions encompasses much more than the operations within the walls of the plant. Possibly a good place to start a new practice of giving more recognition to the importance of influences beyond the plant, is in the plant itself, by sharing opinion-forming source material with employees.

WILLIAM R. SPINNEY, born and educated in Maine, received his B.A. from Bowdoin College.

Formerly an official of an eastern life insurance company, he came to the West Coast eighteen years ago, where he is now engaged in the trust business.

Mr. Spinney has been a frequent contributor to insurance and banking trade journals, and has spoken extensively on the economic aspects of business.

THE WEATHERVANE

Edited by WILL WILLIAMS, JR.

Significant Comments

REPRINTS OF TWO of the addresses made upon the recent dedication of the Boston University School of Public Relations have been received. They are, "Public Relations Comes of Age," by Denny Griswold, co-editor of *Public Relations News*, and the address by Dr. Raymond W. Miller, dean of public relations, American Institute of Cooperation.

Dr. Miller's address contains some interesting remarks on "human engineering" which is described as the key to public relations. "Human engineering has faith in man," Dr. Miller declares, "and insists that he be represented by a positive symbol—that of humanics—in the solving of any of life's equations. Man is not an automaton but a living, sensible, sensitive being and not a commodity to be sold to the highest bidder, but is endowed with a right to share with all others the fruits of this earthly and spiritual existence. . . . Human engineering endeavors to teach employers and employees and rulers and the ruled that no plans or procedures will succeed unless humanics is primarily considered and given highest deliberation."

Denny Griswold outlines some of the history of public relations and sketches the problems which beset workers in the field. She views the recent announcement of a merger of the American Council on Public Relations with the National Association of Public Relations Counsel as one of the most constructive steps taken to date.

And, despite the problems she declares that, "public relations has nevertheless advanced to where today it is the first concern of management in every field of human endeavor."

She points out also that, "another indication of public relations coming of age is the development of specializations in

the field. . . . There will be, I think, increasing refinement of the specializations. . . ."

Questionnaire

SPEAKING OF DENNY GRISWOLD, two interesting projects are now under way by *Public Relations News*, the publication of which she is co-editor. For one thing, the brief "definition of public relations," mentioned in a recent "Weather-vane" is now available in printed form on wallet-sized cards which may be ordered in quantity. The idea is that you can hand one of these cards to anyone who asks: "what is public relations." The other project is a questionnaire which is being circulated to subscribers of the newsletter, captioned, "Your Editorial Questionnaire." The idea is that subscribers may rank in what they consider to be the order of importance subjects which are covered in *Public Relations News*. This is fairly standard promotion technique for publications, one which calls attention incidentally to the range of subjects covered by the publication; but the Griswold questionnaire achieves distinction through the manner in which it is presented and the clever use of it in connection with subscription renewals.

Public Relations Institute

THE AMERICAN PUBLIC RELATIONS ASSOCIATION announces "The First International Public Relations Institute" to be staged in conjunction with APRA's Third Annual Convention on the campus of American University in Washington, D.C., May 24, 25, 26 and 27, 1948. A meeting of the planning council is being held in January to evolve programs, etc., for the convention. "Workshop and shirt-sleeve sessions will be emphasized" according to the announcement from APRA headquarters in Washington. Harry W.

McHose, Director, Cigar Institute of America, is president of the American Public Relations Association and Charles T. Dockarty its Executive Director.

Maritime Labor Relations

"PACIFIC MARITIME REPORT," the attractively prepared bulletin of several West Coast shipping industry associations, is currently running a series of double page spreads describing the various jobs aboard ships of the American merchant marine. The number of various jobs, skills, specialties required in the modern shipping industry is not too well known, and this series explains in simple language just what the various men aboard a ship do. The series is a good example of handling for this type of feature which is a staple item for house-organs, employee bulletins, etc. This particular publication is aimed at opinion leaders rather than employees or persons within the industry and contains the shipowner's side of the case in the various issues which arise in maritime labor negotiations. The interweaving of facts about the industry increases the effectiveness and interest of the publication for general readers.

Humor

THE TRADE JOURNAL of the comedy world, *Humor Business*, features an article in its December issue, entitled "Humor Puts Publicity in Print," by Bert Nevins, president of Bert Nevins, Inc. Mr. Nevins describes the "tongue in cheek" technique used by his agency in promoting the National Dunking Association for the doughnut industry; the Pretzel Twisters' School for the pretzel industry, and some of the other projects sponsored by his organization in behalf of clients. He writes: "A funny bone should be definitely one of the essential pieces of equipment for a public relations man."

To which we would add that a sense of humor is not merely a help in placing publicity; it is indispensable for meeting the whips and scorns of fortune which are

the lot of the public relations man in general.

Railroad Public Relations

ONE OF THE INTERESTING ITEMS served up by the Association of American Railroads (Transportation Building, Washington 6, D.C.) in its prestige campaign for the railroad industry is a little monthly booklet titled, "What's New." The booklet reprints speeches, articles, editorials, etc., on the railroad industry and general economic subjects. No particular attempt is made to glamorize the publication; but it is pocket size, very legible, and well edited. Sample articles: "Give the Railroads a Break," and "Railroads Hold Front Lines of Private Enterprise." Also: "Railroads are Home Folks."

Unvarnished Truth

THE 1947 ANNUAL REPORT of the Hawaiian Sugar Planters Association contains the following interesting comments by A. G. Budge, president of the H.S.P.A.:

"We face the usual difficulties of business in telling its story.

"Those who do not have to provide the means thunder the loudest for the more abundant life. They do it in a way that would lead one to believe that business is opposed to good things and the good life.

"On the contrary, employers want to see their workers prosper. General prosperity is the aim of all business. But business, with a strong sense of community responsibility, cannot make blind guarantees. It can promise only what it is certain it can produce.

"Thus our public relations is difficult. We can offer only cold facts to compete with glittering generalities—a day's honest work to compete with visions of leisure for all."

World Trade Promotion

THE NIEMAN-MARCUS STORE of Dallas, Texas, is circulating reprints of *Look's* recent double page spread on the

Nieman-Marcus Tenth Annual Fashion Award which is distinguished by the clever way in which it highlights the importance of international trade and good will. *Look* took the award-winning designs (by an Englishman, a Frenchman, and an Italian as well as an American) and posed them against tragically needed American raw materials which dollars brought through these clothes would bring. Stanley Marcus comments: "Existence is a personal problem. Though our efforts are necessarily limited, we feel that even such small efforts on the part of individuals and individual business enterprises have a certain effect on the totally important problem of world trade and world peace." According to Marcus, "A balance in world trade we feel is essential to world peace. And world peace is essential for continued existence."

Industrial West

AN INTERESTING BOOKLET is just out by U. S. Steel, titled, "The New Industrial West." The booklet is described as fundamentally "a progress report" on the stewardship of United States Steel since its purchase of the wartime steel plant at Geneva, Utah, from the Government on June 19, 1946, and on industrial developments in the Western States which have followed that purchase. The progress report discusses United States Steel's past and present part in the remarkable industrial growth of the West.

Photographs, montages, text, and statistics are used to tell the story. U. S. Steel is in the midst of a half-billion dollar construction program and a substantial part of this expansion and improvement is planned for the West.

Public Relations Advertising

IN A POLL OF MEMBERS it was revealed by the Chicago Federated Advertising Club that over 80 per cent believed public relations men should exert at least some influence over paid advertising space. Some 250 members were polled at a re-

cent meeting, being asked how much influence public relations should exert over paid space. Some 36 % said a great deal, 44 % some, and 20 % little or none. In answer to the question, "Should the advertising manager as part of his duties, control the public relations activities of his company?" 50 % said no, 35 % yes and 15 % didn't know or were undecided.

Need for Public Relations

THE BULLETIN of the Southern Newspaper Publishers Association reports that Dale Brown, vice president of the National City Bank in Cleveland, Ohio, declared, "we are emerging on a new era in which it is the duty of the bankers to keep the public better informed and to strive to meet its needs." Declaration was made by Brown in an address to members of the North Carolina Bankers Association officers of the Federal Reserve System and visiting bankers on the subject, "Public Relations."

Continuing, Brown said every bank should have one person in charge of public relations and should see that it is properly administered. He informed the bankers attending the meeting that 72 per cent of the bank's business is done by employees other than officers and the alert teller interprets his customer's wants.

In conclusion, he said, "we are on the threshold of a new development. We should strive to get along with the people and serve them. It cannot be neglected. We are in a changing world and we must be human."

Business Paper Staffs

"THE BUSINESS PAPER STAFF," a directory listing complete editorial personnel and their departments of the nation's trade, business, professional and industrial press, will soon be available according to announcement from its publishers, Press Information, at 366 Madison Avenue, New York 17, New York.

The new directory is described as the

only one of its kind to present an overall picture of the business field for public relations, publicity and promotion executives, and it analyzes the more than 1,700 publications today in existence.

In addition to a detailed breakdown of the publications' editorial staffs and their departments, each listing gives front office personnel for possible promotional tie-ups, editorial closing dates, and an analysis of the publications' editorial interests.

Included in the subscription price of \$8.50 is a free mid-year supplement which will survey the trade, business, professional and industrial press and report on editorial changes and developments.

Promotions

GENERAL MILLS HAS ANNOUNCED the promotion of Abbott Washburn from Assistant Director to Manager of the company's Department of Public Services. Washburn will carry full managerial responsibility for the department, reporting directly to Samuel C. Gale, vice president in charge of Advertising and Public Services and to President Leslie N. Perrin.

Under Washburn's direction, the Department of Public Services received unusual recognition recently when General Mills was awarded three "Oscars" by *Financial World* magazine. They were for the company's 1946 annual report, its annual report motion picture on two counts as the best in color and as outstanding in all industry.

Business Paper Ads

"THE A.B.C. OF BUSINESS PAPER ADVERTISING" is the title of a useful pamphlet published now in its second edition by the Audit Bureau of Circulation, 165 West Wacker Drive, Chicago.

A.B.C.'s own words best describe it: "To keep abreast with changing conditions and new developments in the many fields of business, industry, science, and the arts, forward-looking men and women

read business papers and professional journals. The informative advertising in these publications is a major source of factual news and helpful working material. How advertisers can reach interested audiences, no matter how specialized they may be, and how they can accomplish this most effectively and economically, is the subject of this booklet."

The specific subject of the booklet is the value of A.B.C. reports in evaluating the circulation of these business papers, the way in which the reports are compiled, and how they may be used by space buyers.

Business and Education

"THE LAMP," handsome house organ of the Standard Oil Company of New Jersey (which resembles the format of a high class slick magazine) prints in its November issue an interesting article titled, "The Stake of Business in American Education," by Frank W. Abrams, chairman of the board of directors of Standard Oil Company of New Jersey. The article is a reprint of his address to the Advertising Council, inaugurating its nation-wide Crisis in Education campaign mentioned in a recent issue of the *Weather*.

More and more business leaders are coming to realize what a tremendous stake they have in the development by our educational system of qualified workers, executives, and citizens able to deal wisely with their public affairs.

Domestic Trade

A WEALTH OF MARKET FACTS, commodity information, and up to date economic analysis is contained in Domestic Trade Digest, a publication of the Office of Domestic Commerce, United States Department of Commerce. This publication is circulated primarily to editors of trade publications; but you can get on the mailing list by writing to the editorial offices at the Office of Domestic Commerce, Department of Commerce, Wash-

ington 25, D.C. The December issue just received contains news notes on various commodity trends, an article on activities of trade associations, news items on marketing developments, and items culled from recent Census Bureau reports. H. B. McCoy is director of the Office of Domestic Commerce under Secretary W. Averell Harriman.

Middle East Market

AN AMBITIOUS British publication is a volume of data on market characteristics of the "Middle East," including Aden, Afghanistan, Anglo-Egyptian Sudan, Cyprus, Egypt, Iran, Iraq, The Lebanon, Palestine, Saudi Arabia, Syria, Transjordan, Turkey and the League of Arab States. The publication costs well over ten dollars (two pounds and 10 shillings) and may be obtained from Europa Publications, Ltd., 39 Bedford Square, London, W.C. 1.

Farmer Cooperatives

THE AMERICAN INSTITUTE OF COOPERATION, 1302 18th St., N.W., Washington 6, D.C., has issued a bibliography in pamphlet form listing Institute publications and pamphlets available on the subject of farmer cooperatives.

NAM on Foreign Aid

IN NINE CLOSELY TYPED MIMEOGRAPHED PAGES, the National Association of Manufacturers is currently circulating its views on long-term foreign economic aid, including the Marshall Plan. The NAM recommendations are the latest Association expression in the field, earlier observations dating back to 1942. Since last June, NAM has intensified its work on this matter.

Following are the stipulations which NAM feels should be laid down in making foreign loans:

1. That the aid should be used for economic reconstruction and not for political purposes.

2. Recipients should not undertake

any further nationalization programs during the period of the economic aid.

3. They must evidence intent of placing their financial houses in order.

4. This nation (the United States) must be permitted adequate administration of the expenditures.

According to the NAM report: "American industry pledges its full cooperation to make effective a program to right the economic ills of Europe and the rest of the world. It is the NAM's firm belief that maximum production is the greatest single factor to make such a program work. Maximum production is not possible under a regimented economy. Therefore, the NAM asks that no economic aid program of this government be accompanied by the reimposition in this country of controls over wages, prices, employment or investment."

Copies of the report may be obtained by writing to the National Association of Manufacturers at its headquarters, 14 West 49th Street, New York 20, New York.

Kaiser Carousel

ALONG WITH SUPER-DUPER CONTESTS and high powered promotion, Kaiser-frazer automobiles have come out with a new stunt, this one hatched from the bounding brain of Henry himself. It is called the "Kaiser Carousel," and is a new idea in automobile showrooms. It's a way to put small neighborhood auto retail stores in hundreds of the busiest intersections around the nation. What it is cannot be easily described; but the closest description is to say it is an auto show room of glass, like a fishbowl, where salesmen can show and sell Kaiser-Frazer cars. It also serves as a moving outdoor display. It operates like a merry-go-round, displaying automobiles on turntables at two levels. The lower level is a giant showcase of nine sides, made of glass windows and steel. At night floodlights are played on the two cars. A lighted sign over the display proclaims

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"Win It," promoting the nationwide 25-words-or-less. First of the things was dedicated, Hollywood-style, in Oakland, California, in December.

Civil Service

ONE GOOD WAY to tell how the profession of public relations is coming along is to take a look at Civil Service announcements of jobs in the field, noting salaries offered and job-descriptions. At hand are a series of announcements from the State of New York Department of

Civil Service for radio publicity agents. Salaries range from \$3,720 to a high of \$6,400, which gives you an idea. They want young men with at least forty years experience who can guarantee to grab free publicity without annoying radio executives. Candidates are also expected to have: "initiative, tact, resourcefulness, and good address." There may be no housing shortage in the State of New York; but rents are high for a good address anywhere in the country. Try to get one on \$3,720!

THE VOCABULARY OF FREE ENTERPRISE

(Continued from page 12)

"The owner of a one-man automobile repair shop must handle his money on the same basis as we do. . . . He must first provide for his costs. . . . Whatever (he) has left after paying his current costs and saving against his future costs is "net income."

. . . If (he) is prudent, he will save part of his income as a "contingency reserve" to protect himself against the unforeseen. . . . If he is both prudent and ambitious, he will look forward to developing a bigger and more profitable business. . . . Keep the garage operator in the back of your mind as you consider the financial facts and figures of National Steel Corporation."

Third, realize that understanding comes from meaningful experience. Management vocabulary can really be learned only by looking over management's shoulder, and maybe even taking part in it.

Profits are readily understandable as soon as a profit-sharing plan is installed; management problems become alive as soon as they are seen from the committee room rather than the work bench. And don't forget that any kind of cooperation works both ways: the vocabulary of labor can't be learned by staying put in the front office either.

Some of these suggestions may seem outside the province of psychology. So they are. But problems of this type have a way of crossing borderlines between different fields of science. Ultimately, our vocabulary problem will solve itself when management and labor have found a common ground of understanding.

"The churches and Sunday schools of America should give definite courses in American history and the American Creed. These courses should be given on the grade school, the high school and the adult level. They should be given with definite emphasis on the religious origins of America, especially the development of the American Creed and its meaning."—from *"The Rediscovery of Morals,"* by HENRY C. LINK.

Book Review Section

"MAINSRING"

Reviewed by Virgil L. Rankin

NOWHERE IN ITS 236 PAGES will the reader find any reference to public relations; nevertheless, it is, in this reviewer's opinion, one of the most important books to be presented to the public relations worker in recent years. Roger J. Williams, the distinguished bio-chemist, recently wrote, "One of the basic problems of social science is to make human beings better known—find out as completely as possible how and why they behave as they do." From first to last, *Mainspring* is a story of people—their faiths, their hopes, their ambitions, their aspirations. And it is also a story of their accomplishments, from the days of the ancient caveman on down to and through the present time—with an exciting chapter on the almost-forgotten Saracens and how they paved the way for the development of the New World.

This book gives interesting, intimate and little known sidelights on the progress of science and invention and traces the origin of modern mass production to an unsung genius who lived in the sixteen hundreds—more than a century before the time of Eli Whitney.

The author, Henry "Buck" Weaver, is not unknown to public relations people. He is head of the customer research staff of General Motors Corporation and most public relations people, at one time or another, have come across the intriguing booklets of his "Thought Starter" series; also familiar are his questionnaires—unique and productive.

Mainspring is a difficult book to review—or even to classify. In a sense, it might be called a grass roots history, except that most histories stress war and conflicts—rather than the causes of war and what might be done to prevent war.

Mainspring attempts to reverse the usual procedure. It digs beneath the surface and tries to find what can be learned from history, as bearing on the effective use of human energy in advancing progress—as against the misuse of human energy which retards progress and leads to the destruction of life as well as wealth.

For sixty known centuries, writes Henry Grady Weaver, this planet that we call the earth has been inhabited by human beings not basically different from ourselves. Their desire to live has been just as strong as ours. They have had at least as much physical energy as the average person of today and among them have been men and women of great intelligence. But for 6,000 years, most human beings have gone hungry.

Weaver then asks, "Why have men died in hunger for 6,000 years? Why don't we?" Then he goes on to point out that swiftly, in less than a hundred years, Americans have conquered the darkness of night—from pine knots and candles to kerosene lamps, to gas jets, then electric bulbs, neon lights, fluorescent tubes.

He explores this American development in great detail and in the exploration develops what, to most thinking people, is the answer to the provocative questions he has posed as to why only Americans enjoy the high standard of living which we have come to accept as our due.

Into the writing of *Mainspring* has gone much of that skill and ingenuity which has made the questionnaires of Weaver's outstanding in the field of customer research. *Mainspring* is a streamlined story—maximum information with minimum reading time—plus an entertainment value that puts it almost in the class of a fast-moving mystery thriller.

Contained within its pages are numerous true stories of the early days of mass production and those responsible for mass

production—valuable material for any public relations man attempting to interpret this economy of ours. This is Mr. Weaver's first full-length book. He credits it to an inspiration received from Rose Wilder Lane's "Discovery of Freedom" and one cannot but hope that he receives further inspiration to carry on his literary efforts. (MAINSRING, by Henry Grady Weaver. Talbot Books. 236 pages—\$1.00.)

"THE TECHNIQUE OF GETTING THINGS DONE"

Reviewed by D. A. McLean

THE WORKS OF DONALD A. LAIRD have long occupied a prominent place on the bookshelves of workers in the field of human relations. One usually finds them well-thumbed—they are that kind of books—and we feel sure that his latest work, *The Technique of Getting Things Done*, will be no exception.

"The world has always cried for men—and women—who can get things done, for people who have initiative, who are self-starters, who see a task through to its finish. It isn't how much you know but what you get done that the world rewards and remembers."—That is the theme around which Dr. and Mrs. Laird's new book is written.

More people have let success escape them because they lacked direction than any other single reason. It isn't how much you know; but actually what you get done that really counts. Dr. Laird, who is recognized as one of our leading applied psychologists, and who has helped literally thousands on the road to business and personal success, addresses his new book to all those who have at any time

been held back from progress and achievement simply because their will power and energy has been misdirected.

The biggest handicap to success, believes Laird, is not lack of brains, not lack of character or willingness. It is an inability to get things done. Some do not know how to plan their work, others are unable to make decisions quickly, while still others cannot apply themselves to tasks they dislike. Dr. Laird and Mrs. Laird give practical, time-proven solutions to such problems and many more, showing how a zigzag pattern of behavior can quickly be transformed into one of steady, worthwhile accomplishment.

In *The Technique of Getting Things Done* the authors present the proven success secrets of more than 300 men and women who have made themselves famous—each mentioned by name and with an outline of their careers. In the lives of these leaders lie the keys to straight ahead accomplishment—the simple techniques that can change one's whole life, maintain the authors. The book demonstrates specifically the many detours that may be misleading one's initiative, shows one how to get friends who help, how to plan to produce, how to say "No!" to oneself, and how to get others to work for you.

A wealth of anecdotal material and thirty-two pages of photographs of outstanding leaders in American business, accompanied by interesting thumbnail biographies, makes interesting as well as informative and inspirational reading.

(THE TECHNIQUE OF GETTING THINGS DONE, by Dr. Donald A. Laird and Eleanor C. Laird. McGraw-Hill Book Company. 310 pp.—\$3.00.)

The foregoing books, as well as all others reviewed in this section of the Journal from month to month, are available to Council members at substantial discounts.

TAKE TIME FOR HUMAN ENGINEERING

(Continued from page 9)

tion of the birth of his father, Thomas Alva Edison, as quoted in *The New York Times*, July 25, 1947.

"For further thoughts on this and related ideas see 'The Political Problem of Industrial Civilization'—lectures published by Harvard University Graduate School of Business Administration on 'Human Relations and Administration,' May 10 and 11, 1947, by Elton Mayo, Professor of Industrial Research, Harvard University.

The New York Times, May 11, 1947.

"Understanding and effective application of human or Christian principles do not come easily. An understanding of the essential elements of human engineering requires serious effort and the successful application of these essential elements is even more difficult. The author of the Sermon on the Mount, Himself, stressed that understanding and effective application of the great enduring principles of human relationships come only through sincere and often painful effort. The principles must be reinterpreted in each age by rigorous and disciplined thought and their use must be activated by the realization that human society cannot survive without

them."—Stanley F. Teele, Associate Dean of the Graduate School of Business Administration, Harvard University.

"... If, as everyone now maintains, time is running out, our Christian civilization will have to christianize itself in a hurry. It will have to dedicate itself to the proposition that men are men before they are Englishmen, businessmen, workmen, or Americans, and that all men are brothers, each charged with the other's keep. This proposition, always popular on Sundays, requires the subordination of Americanism to Humanity. But it appears to be the only proposition left at the eleventh hour."—Robert M. Hutchins, Chancellor, University of Chicago, '1950', in *Common Cause*.

"... The individual public relations person cannot aid materially in making public relations a profession if he allows himself to be a 'kept' part of a business organization in administrative concubinage, or help brighten a shady background unless he knows that the basis of such off-color situation was an error and not intentionally done. . . ."—Raymond W. Miller, "Keepers of the Corporate Conscience," *The Island Press*, New York, N. Y., 1946.

(To be concluded in the February issue)

"Life is not a grab-bag from which to take all we desire, but an opportunity to give the good that is in us, that it may go out and multiply and return to us in the forms we need in our daily progress."—ARTEMUS CALLOWAY.



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